

POLITECNICO
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Politecnico di Milano
School of Design
MSc Product Service System Design

From Claims to Proof:
Designing Credible Sustainability Communication
in Italian Luxury Hospitality

Advisor
Pero Margherita Emma Paola

Co-Advisors
Elena Scoccianti
Luisa Maria Virginia Collina

Author
Emilia Galli
Matr. n. 249479

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In today's luxury hospitality, environmental sustainability is a growing expectation and a visible theme in hotel communication. Yet when it intersects with luxury codes (comfort, control, predictability, and frictionless service) it can be interpreted as service reduction rather than added value. While literature acknowledges this tension, operational guidance is still limited on which communication patterns trigger a perception of "sacrifice" and how to make largely backstage practices credible and desirable.

This thesis identifies the conditions under which sustainability is perceived as renunciation and translates them into verifiable design criteria to guide communication and experience across the customer journey. The resulting guidelines are intended to support independent luxury hotels and their management, marketing, and guest-experience teams in pre-stay and on-stay touchpoint decisions.

The study follows a qualitative, evidence-based approach framed by the Double Diamond. Phase 1 combines a benchmark of digital touchpoints with a 2x2 matrix built on 30 independent luxury hotels in Italy selected through Forbes Travel Guide. A seven-parameter grid (four on environmental sustainability and three on territorial/experiential value) compares "translation" strategies and reveals recurring gaps between implemented practices and guest perception. Four use cases, selected for their illustrative and transferable value, show how these patterns appear in touchpoints and what makes them credible or ambiguous across different destination contexts.

Phase 2 integrates field research (Hotel 2025 Fiera Bolzano and interviews with three sample hotels) with three co-design sessions with under-30 luxury guests to test legitimate moments of engagement, tone of voice, interaction formats, and organisational frictions.

Findings are synthesised into 11 evidence points and translated into 8 design guidelines to communicate environmental practices as value (credible, verifiable, and consistent with contemporary luxury) reducing greenwashing risk and "service cut" perceptions while strengthening promise-experience coherence.

Nell'ospitalità di lusso contemporanea, la sostenibilità ambientale è un'aspettativa crescente e un tema sempre più visibile nella comunicazione degli hotel. Quando però entra in contatto con i codici del lusso (comfort, controllo, prevedibilità e servizio senza attriti) può essere letta come riduzione del servizio, più che come valore aggiunto. La letteratura riconosce questa tensione, ma mancano indicazioni operative su quali pattern comunicativi attivino la percezione di "sacrificio" e su come rendere credibili e desiderabili pratiche spesso invisibili perché collocate nel backstage dei servizi alberghieri.

Questa tesi identifica le condizioni in cui la sostenibilità viene percepita come rinuncia e le traduce in criteri di design verificabili per guidare comunicazione ed esperienza lungo il customer journey. Le linee guida supportano hotel di lusso indipendenti e team di management, marketing e guest experience nelle decisioni sui touchpoint pre-stay e on-stay.

La ricerca adotta un approccio qualitativo ed evidence-based, inquadrato nel Double Diamond. La Fase 1 combina benchmark dei touchpoint digitali e matrice 2x2 su 30 hotel italiani selezionati tramite Forbes Travel Guide. Una griglia a sette parametri (4 su sostenibilità ambientale e 3 su valore territoriale/esperienziale) confronta le strategie di "traduzione" e mette in luce gap ricorrenti tra pratiche implementate e percezione degli ospiti. Quattro use case, scelti per valore illustrativo e trasferibile, mostrano come i pattern emergono nei contenuti e cosa li rende credibili o ambigui in diversi contesti di destinazione.

La Fase 2 integra field research (Hotel 2025 Fiera Bolzano e interviste con tre hotel) e tre sessioni di co-design con ospiti luxury under-30 per testare momenti legittimi di ingaggio, tone of voice, formati di interazione e frizioni organizzative.

In chiusura, gli insight sono sintetizzati in 11 evidence point e tradotti in 8 linee guida di design per comunicare le pratiche ambientali come valore aggiunto: credibile, verificabile e coerente con il lusso contemporaneo, riducendo rischio di greenwashing e percezione di "taglio" del servizio, e migliorando la coerenza tra promessa ed esperienza.

1.1 / Industry Context: The New Luxury

The global luxury market in 2026 remains stable compared to last year, despite turbulence linked to economic and geopolitical uncertainty, as well as shifts in consumer preferences. This is what emerges from the new edition of the “Luxury Goods Worldwide Market Study” by Bain & Company, in collaboration with Altagamma.

Global consumer spending across the different segments of the luxury industry reached around €1,440 billion in 2025, remaining broadly stable compared to the previous year. “Overall stability and resilience actually hide deep structural changes. Global consumers are shifting their preferences from personal goods to experiences, prioritising moments of value and authenticity over the purchase of new luxury products” (Bain & Company, 2025).

The study highlights a long-term trend: the move from “conspicuous consumption,” typical of past years, to a form of “experiential indulgence,” where luxury is expressed through personal wellbeing, connection, and self-reward. “This is a deep movement that directs growth towards luxury experiences (such as hospitality, cruises, and fine dining) at the expense of traditional luxury goods, including cars, reshaping the dynamics of the entire industry” (Bain & Company, 2025).

Aldo Melpignano, an innovative entrepreneur and founder of Egnazia Ospitalità Italiana, in line with what Bain & Company stated in collaboration with Altagamma, points out that “high-end hospitality will continue to be one of the driving forces of the luxury segment also in 2026. After years of expansion, the market is entering a more mature phase, led by travellers seeking authenticity, connections, and a sense of belonging to places. Attention is growing towards conscious and sustainable tourism, able to generate value for local communities”.

In Europe, demand remains solid, local tourism is strengthening, and forecasts indicate steady growth, despite the slowdown of the Chinese market. In Italy, the high-end segment represents only 1% of properties but generates 25% of total tourism spending: a figure that reflects the image of a virtuous and sustainable model for territories” (Altagamma, 2025).

It is therefore clear that we are living in a historical period shaped by a new type of luxury: a luxury increasingly defined by the experiences guests can live. We are talking about unique trips, real and authentic hospitality, wellbeing, and services that are more and more built on human relationships; all of this has now become central to how value is created and perceived (Bain & Company, 2025).

Figure 01: Capri Tiberio Palace outdoor space.



In parallel with this trend, pressures for a more sustainable transition are increasing in Europe: the European Union has binding climate targets (emissions reduction by 2030 and climate neutrality by 2050) and is making transparency stricter through new sustainability reporting rules (European Commission, n.d.). In this geopolitical context, hospitality is also speeding up the adoption of ESG practices, pushed by regulators and investors, with growing attention to energy efficiency and measurability (Taiwo, 2025 and Energy & Environment Alliance, 2025).

The current context therefore outlines a “new luxury,” no longer based only on personal goods but above all on lived experiences: a hotel market that is increasingly dominant on the scene and increasingly focused on delivering unique experiences to guests, while at the same time having to adapt to the European Union’s strict rules on climate targets.

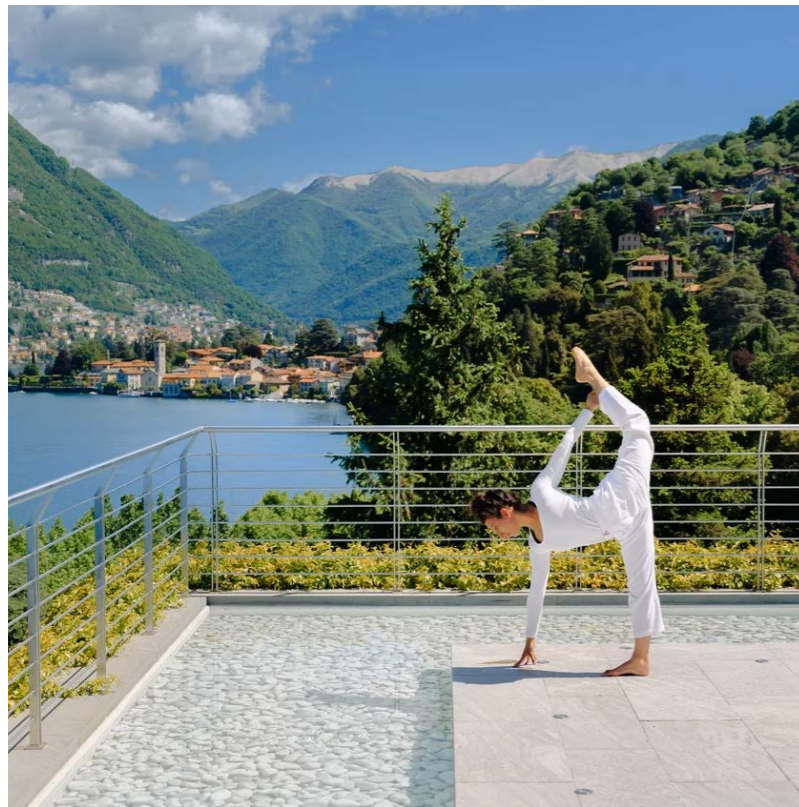
Within this context, focusing on under-30 luxury guests (Gen Z and younger millennials) is relevant for both market and sustainability reasons. Generational studies show that Gen Z is becoming increasingly influential: by 2030, Gen Z is expected to account for 25–30% of luxury market purchases, with a strong orientation toward lived experiences and meaning rather than status alone (Fondazione Altagamma & Bain & Company, 2023).

On the left: Capri Tiberio Palace, Capri

1.2 / Research Objective and Industry Relevance

In luxury travel specifically, people in their 20s still represent a smaller share of current luxury travelers, yet they are strategically important because of their long-term lifetime value; moreover, their preferences tend to cluster around authenticity, sustainability, social experiences, and digital connectedness (McKinsey & Company, 2024). From a sustainability perspective, younger generations also show stronger intention to integrate environmental considerations into consumption choices. Deloitte reports that around two-thirds of Gen Z (64%) and millennials (63%) are willing to pay more for environmentally sustainable products or services, and that a significant share actively researches companies' environmental impact before purchasing (Deloitte, 2024).

Figure 02: Young women practicing yoga, Mandarin Oriental Lago di Como.



In this thesis, the focus is intentionally placed on environmental sustainability because it is the easiest to spot throughout the stay and therefore the most actionable through service design (it is, in fact, more linked to operational choices that can be translated into in-stay interactions). While social and economic sustainability are equally important, they involve broader governance, labour, and distributional issues that require different indicators, stakeholder scopes, and evaluation methods. Thus, including them would risk diluting the research depth and compromising the clarity of the design requirements developed here. For example, social sustainability strictly depends on labour laws and collective agreements affecting wages and working hours, and not by only the stand-alone decisions of a hotel's management. This requires more systemic multi-actor interventions. On the other hand, the economic sustainability of an area's tourism can be interlinked to international chains, where ownership models impact many locations, where different tax structures and transparency rules require cooperation between hotels. To conclude, environmental sustainability is more tangible in its nature, meaning that single decisions have a more direct effect on the ecosystem, as well as individual communication practices to increase guest awareness.

Focusing the research specifically on environmental sustainability, both the literature review and my field research showed that introducing environmentally sustainable practices in the luxury hotel sector, so as to align with European targets, is a rather delicate step. If it is not managed with the right attention, it can lead to significant economic or reputational damage for the property.

In fact, while some choices may appear consistent to guests with today's idea of quality and care in the sector, others can instead drastically reduce satisfaction (Assaker, 2020; Moscardo, 2017). The main risk emerges when a sustainable practice is perceived as mandatory, as a forced replacement, or as the loss of a service: in these cases, guests may interpret it as a sacrifice, meaning "less luxury," in contrast with sector expectations linked to comfort, control, and abundance (Peng & Chen, 2019; Chen & Peng, 2018; Moscardo, 2017).

The critical point, therefore, is not only what the hotel does, but above all how it makes it visible and understandable to guests. Many environmental practices remain "backstage," as they concern operational decisions that are not directly experienced, and must therefore be credibly translated into frontstage touchpoints across the guest journey, before and during the stay (Preziosi et al., 2019).

In this translation, the theme of brand integrity is central: when a brand promises certain values (for example sustainability and responsibility) but the experience does not make them recognisable, an inconsistency is created between promise and reality, which weakens trust and reputation (Amatulli et al., 2021). For this reason, looking at the problem from another angle, the tangible details and the experiences offered to guests during the stay should also be reflected in the hotel's communication, in order to strengthen trust and reputation. Sustainability must therefore become part of the brand's perceived value, and part of the experiences that support the evolution of the concept of luxury.

The goal of this thesis is therefore to produce practical guidelines to help hotels communicate environmental practices as added value, consistent with the codes of luxury.

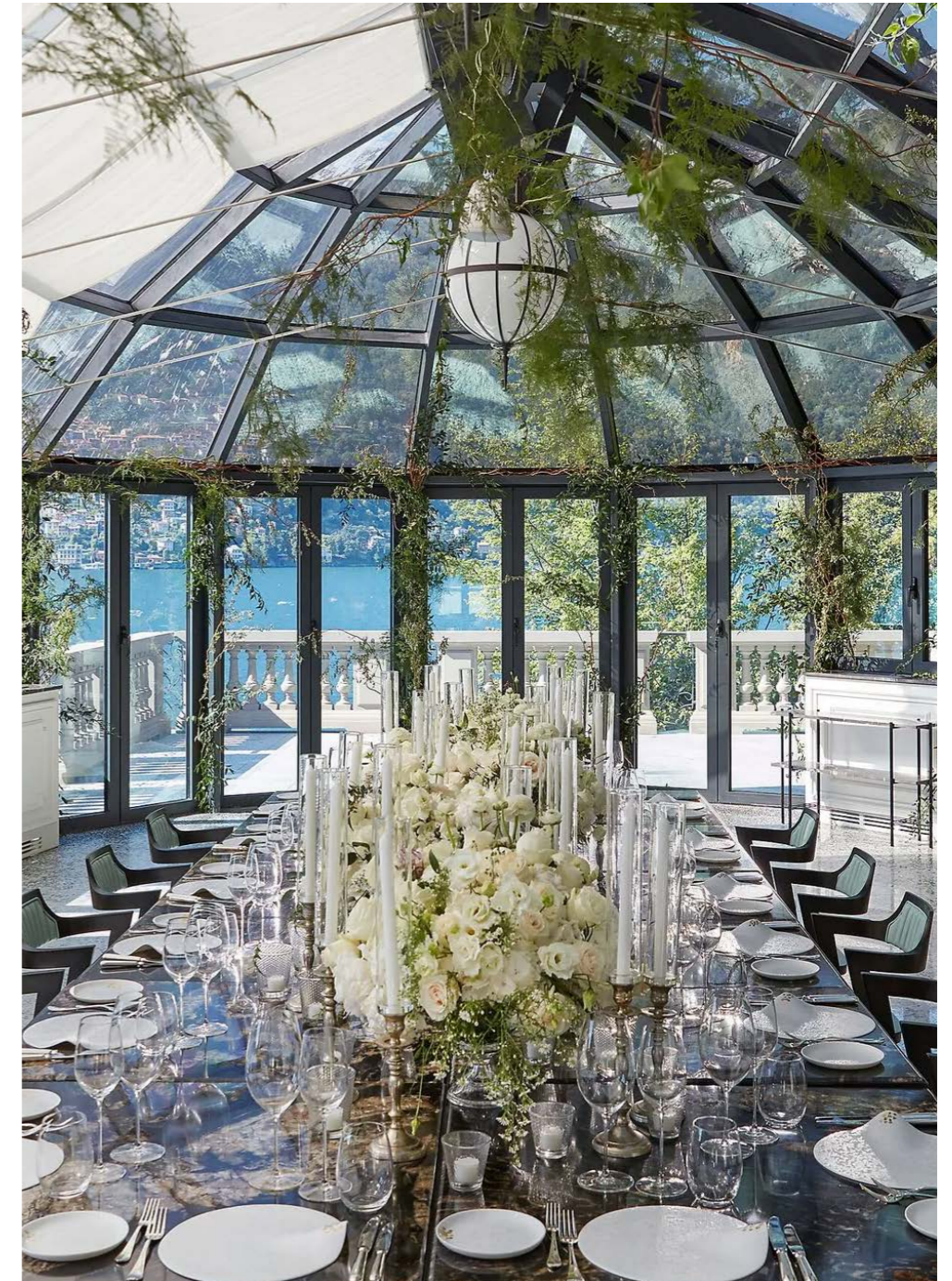


Figure 03: Mandarin Oriental, Lago di Como.

1.3 / Thesis Structure

The thesis is composed of 8 chapters, excluding limitations and conclusion. After the introductory chapter, Chapter 2 defines the theoretical framework on environmental sustainability in luxury hospitality. It covers how the type of destination influences guest behaviour, value perception, and the concept of brand integrity. Chapter 3 then describes the methodological approach used for this research. Chapter 4 compares the properties through a matrix in a scatter plot and discusses patterns for each quadrant and destination type. Chapter 5 discusses four use cases, one for each quadrant and destination type, to show the analysed patterns. Chapter 6 reports evidence from the field research, including the visit to Hotel 2025 in Bolzano and interviews with hotel properties. Chapter 7 continues with the discussion of co-design sessions with target guests with different levels of sustainability awareness who have stayed in hotels. Finally, Chapter 8 presents personas and the guidelines.

2.1 / Environmental Sustainability and Luxury Hospitality

In the hotel industry, environmental sustainability refers to the set of choices and practices aimed at reducing an organisation's impact on ecosystems and resource use across the entire service cycle (Moscardo, 2017). In hotels, this scope typically includes energy consumption (heating and cooling, lighting, laundry), water consumption (guest rooms, wellness areas, laundry), waste management (single-use items, recycling, food waste), procurement and supply chain (food, textiles, amenities, cleaning products), as well as emissions linked to transport and to the activities offered to guests (Pereira et al., 2021). In other words, even if the stay is mainly an experience for the guest, a hotel operates through a resource-intensive system. For this reason, environmental sustainability in hospitality often depends on technical and managerial interventions that remain largely invisible to the customer (Moscardo, 2017).

In the luxury segment, this topic has specific features. Luxury hospitality can be defined as a set of services and environments designed to ensure high levels of comfort, personalisation, attention to detail, and relational quality, with a strong symbolic and identity-related component (Peng & Chen, 2019; Kapferer, 2016). The promise of luxury, in this sense, is not only "higher quality", but also a particular kind of experience: frictionless, reassuring, coherent, and able to make guests feel at the centre of the experience (Kapferer, 2016).

As a result, many environmental initiatives can come into tension with some traditional codes of luxury: abundance of resources, continuous availability, high standards, and predictable service (Davies et al., 2012; Kapferer, 2016).

At the same time, the literature recognises that sustainability can also become a driver of innovation in luxury when it is interpreted as an extension of values that are already present: authenticity, craftsmanship, material quality, longevity, care, rarity, connection to place, and cultural meaning (Wiedmann et al., 2009; Kapferer, 2016). From this perspective, practices such as local sourcing, selecting

high-quality materials with lower impact, integrating energy efficiency without reducing comfort, or managing the territory responsibly can strengthen the sense of excellence rather than contradict it (Assaker, 2020; Moscardo, 2017).

Another key factor is that many environmental practices adopted by hotels remain mainly operational: energy control systems, decisions about infrastructure, back-of-house procedures, purchasing criteria, maintenance logics, and waste management (Pereira et al., 2021). Even when these interventions are substantial, their value is not automatically perceived by the customer. Without an appropriate translation, they remain invisible and therefore unable to generate reputational or experiential benefits (Preziosi et al., 2019). This asymmetry between “doing” and “making it perceived” is particularly relevant in luxury, where value is built precisely on the experience and on the meanings that guests attach to details (Kapferer, 2016).

Figure 04: View of the lake. Grand Hotel Tremezzo, Lago di Como



2.2 / What Influences Guests' Value Perception

To understand why sustainability can be experienced as a “sacrifice”, it is necessary to look at what shapes guests' value perception. In luxury, perceived value is not only functional (room, services, cleanliness), but also includes hedonic, symbolic, and financial dimensions: pleasure, status, uniqueness, and expectations linked to the premium price and the brand promise (Chen et al., 2012). The same sustainable initiative can therefore be interpreted in different ways depending on the context and on how it interacts with these dimensions.

A first decisive lever is comfort. In luxury hospitality, guests expect high and consistent service performance, thus, when sustainability measures are perceived as reducing comfort or service quality, they can trigger hesitation and lower evaluations of the stay (Assaker, 2020). In this setting, sustainable practices that touch “sensitive” elements (for example reducing housekeeping frequency, removing single-use items, or changing in-room amenities) may be interpreted as a lower standard if they are not understood and if they do not maintain a perceived level that is equivalent or higher (Chen & Peng, 2018). The perception of a “cut”, therefore, does not necessarily depend on the real impact of the practice, but on its interpretation as a downgrade compared to comfort expectations.

A second lever is guest control. The literature highlights that, in luxury, guests value choice and personalisation: “being served the way I want” is a core part of the premium promise (Kapferer, 2016).

When a sustainable practice is presented as mandatory, or when it reduces perceived autonomy, it can create resistance and lower satisfaction even when guests share the environmental goal (Chen et al., 2012). This means that luxury hospitality tends to minimise friction, but if sustainability introduces friction, guests may attribute it directly to the property rather than to the environmental objective.

These dynamics connect to the concept of perceived risk. In the luxury context, guests may fear that a “green” offering will not deliver the expected hedonic or symbolic benefits, or that it will imply a reduction in service performance (Chen et al., 2012). Perceived risk increases when information is vague, when proof is missing, or when communication leaves room for negative interpretations (Chang & Chen, 2013). In this sense, “sacrifice” is a specific form of perceived risk: guests fear paying a premium price and receiving less.

To avoid oversimplification, it is important to recognise that not all guests have the same sensitivity to sustainability. However, the most recent evidence suggests a growing relevance of a “sustainability-aware” segment, especially among younger generations and travellers who are more likely to include environmental considerations in their choices (Shuck et al., 2025). This trend is also consistent with what emerges from tourism market research: a significant share of travellers say they consider the impact of their trip and want more sustainable options, signalling a growing and more explicit demand than in the past (Booking.com, 2025).

2.3 / The Influence of Location



Figure 05: View of the lake. Grand Hotel Tremezzo, Lago di Como

The literature shows that sustainable behaviours while travelling are not driven only by individual characteristics (personal values, environmental sensitivity, everyday habits), but also by the context in which the tourism experience takes place. The location is not just a background, but an element that shapes expectations, implicit norms, and meanings. This can make certain practices more or less acceptable to guests and can influence visitors' behavioural intentions.

In the model proposed by Chen and Tsai, a first mechanism concerns the role of the so-called "destination image" in guiding evaluations and behavioural intentions. This image, through its symbols and implicit values, indirectly suggests what guests should consider coherent or desirable (Chen & Tsai, 2007). In line with this, environmental sustainability can feel consistent with a destination's promise in some contexts and therefore be perceived as added value. In other contexts, it can appear as secondary, or even as an interference with primary expectations of comfort, indulgence, or aesthetics (Chen & Tsai, 2007). If we think about mountain destinations, the implicit codes of the setting (rich nature, efficient use of resources, attention to protecting the ecosystem) can make guests feel that acting sustainably is more natural and instinctive.

A second mechanism concerns the psychological relationship between the visitor and the place. Place attachment and place satisfaction are concepts investigated by Ramkissoon, Smith, and Wei-

ler. Their study shows that when people develop an emotional and identity-based bond with a place (or perceive that place as meaningful), their willingness to engage in pro-environmental behaviours or intentions increases. In tourism, this bond can be pre-existing (favourite destinations) or emerge during the experience through stories, practices, and contact with cultural or natural elements of the territory (Ramkissoon et al., 2013). In other words, sustainability becomes more acceptable when it is linked to what makes that place special, because the guest is not simply following a rule, but contributing to preserving an experience and a heritage that feels meaningful.

Another aspect to consider is that a holiday is a different behavioural context compared to everyday life. Even guests who claim positive attitudes towards sustainability may act less consistently when travelling. The sustainable tourism literature describes this as the attitude-behavior gap, the gap between what people say they want to do and what they actually do in a tourism context (Juvan & Dolnicar, 2014). During holidays, dynamics such as “licence” (treating oneself), the search for gratification, a reduced sense of responsibility, broken routines, and different social norms come into play. Juvan and Dolnicar show that this gap is structural in tourism, and that the holiday context tends to weaken the translation of pro-environmental attitudes into concrete actions.

Figure 06: Interior of a room. Grand Hotel Tremezzo, Lago di Como



Figure 07: View of the lake. Grand Hotel Tremezzo, Lago di Como



2.4 / The Importance of Brand Integrity

In a context where guest perception is crucial, sustainability becomes directly a brand integrity issue. Brand integrity can be understood as the level of consistency between what a brand declares (values, mission, identity) and what it actually delivers through behaviours, processes, and communication (Morhart et al., 2015). This consistency is closely linked to constructs such as authenticity and credibility: guests build trust when they perceive continuity between promise and reality (Morhart et al., 2015).

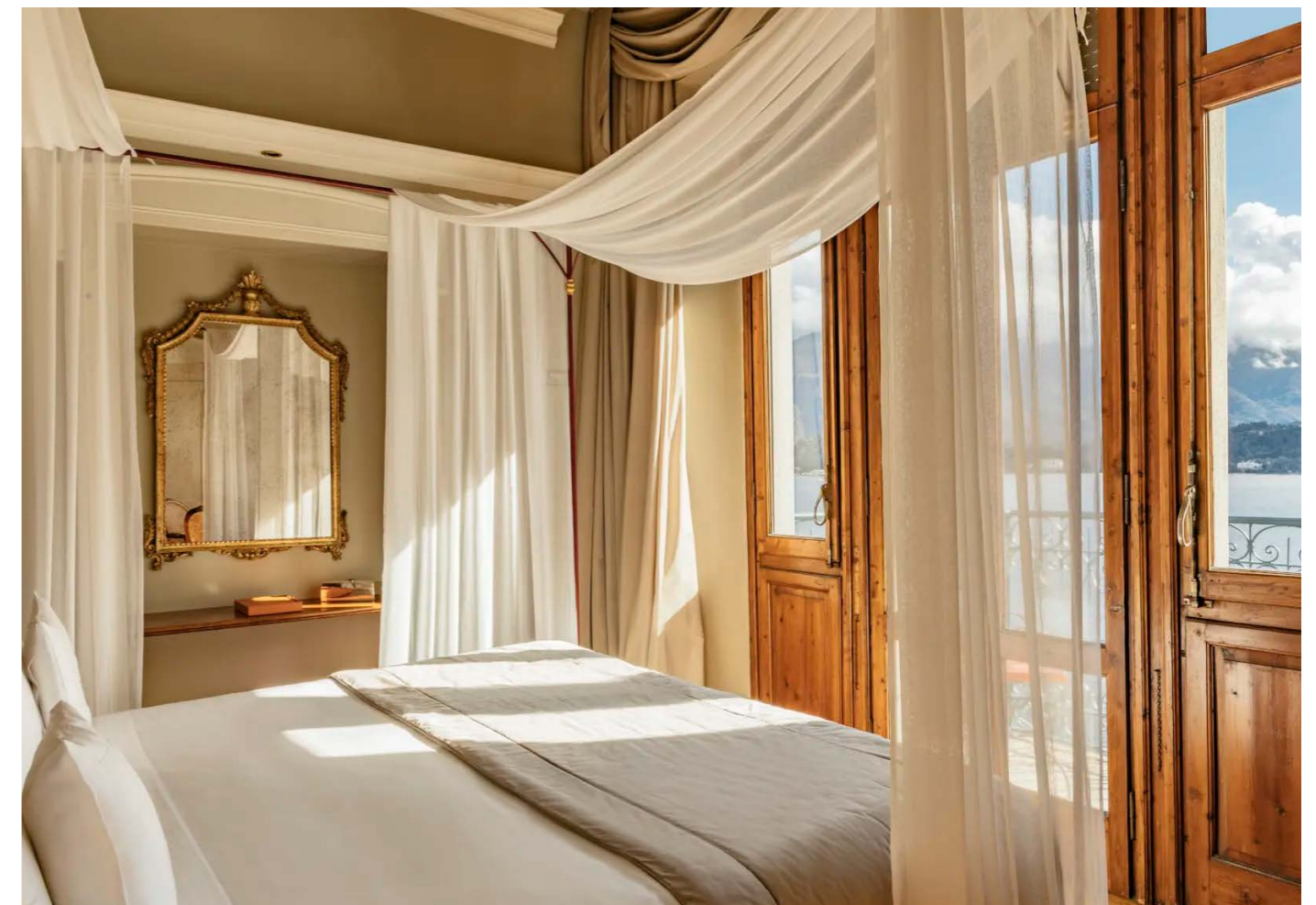
In luxury, this dynamic is amplified. The premium price and the expectation of excellence make any misalignment more visible. Even small inconsistent signals can affect the overall judgement, because the luxury experience is read as an integrated system of details (Kapferer, 2016). In hospitality and tourism, the literature shows that authenticity and reputation build trust and loyalty, supporting long-term success (Busser & Shulga, 2019; Rickly, 2019). For many premium brands, heritage and identity storytelling are also key resources. If initiatives that feel “trendy” or foreign to the brand culture are introduced without real integration, they can weaken perceived authenticity and coherence (Beverland, 2006; Kapferer, 2016).

Applied to sustainability, brand integrity clarifies one point: it is not enough to “be sustainable”, and it is not enough to “communicate sustainability”. Value emerges when sustainability is embedded in values and practices and is reflected coherently in the experience (Amatulli et al., 2021). If a hotel promotes environmental responsibility but guests do not see anything concrete, or if they perceive sustainability as restrictions and cuts, a gap is created between promise and reality that damages trust and reputation (Chang & Chen, 2013).

On the other hand, when environmental choices are integrated and consistent with service standards, they can become signals of quality, care, and modernity, strengthening brand identity (Preziosi et al., 2019).

In this sense, brand integrity can be read as a possible “reconciliation” of the luxury–sustainability tension. It does not remove the underlying trade-offs, but it shifts the focus to how sustainability is designed and made tangible in the guest experience, avoiding performative claims without substance and hidden compromises that can undermine trust (Amatulli et al., 2021; Chen & Chang, 2013; Morhart et al., 2015).

Figure 08: Interior of a room. Grand Hotel Tremezzo, Lago di Como



2.5 / The Role of Communication for Credibility

Figure 09: View of the lake. Grand Hotel Tremezzo, Lago di Como



**Why credibility is needed
(brand integrity and limited
verifiability)**

If brand integrity depends on perceived coherence, then communication becomes a structural element, not an optional extra. In the case of sustainability, this need is even stronger because many practices cannot be directly verified by guests. Guests cannot check technical systems, the supply chain, maintenance standards, or internal procedures. As a result, credibility is built through signals and information that reduce uncertainty (Chen et al., 2012).

**Where credibility is built
(customer journey and the
website) gritty and limited
verifiability)**

In luxury hospitality, guests start forming opinions long before arrival. Customer journey research shows that expectations are built across multiple moments and channels, and that early touchpoints are especially important to shape what guests will later perceive as “normal” and valuable (Lemon & Verhoef, 2016). In hotel contexts, the official website is often the main owned channel where guests evaluate fit, quality, and trust (Buhalis & Law, 2008), and website quality has been linked to satisfaction and booking intentions (Bai et al., 2008). Because online first impressions rely on quick credibility cues (such as clear structure, strong visuals, and transparent information) sustainability content that is hidden or hard to find is unlikely to influence the guest’s value judgement (Fogg et al., 2003).

How credibility is built (proof and signaling)

This is where the concept of proof comes in. It is not enough to claim an environmental commitment. Hotels need to provide concrete and understandable elements that show what is being done and how it connects to the guest experience (Chang & Chen, 2013). In this thesis, proof refers to a set of simple, concrete, and verifiable evidence that reduces uncertainty and makes an environmental message credible (Chang & Chen, 2013). Proof can take different forms: specific examples of practices (for instance water management in the spa, materials and sourcing, or food waste reduction in the kitchen), clear explanations of certifications, local partnerships, or visible traces within the experience itself (Preziosi et al., 2019). The effectiveness of proof does not depend on the amount of information, but on its ability to be specific, verifiable, and relevant to guests (Chang & Chen, 2013).

A related challenge is that many high-impact sustainability practices are backstage and not directly visible to guests, such as supply chain choices, technical systems, and renovation decisions. Service research suggests that these backstage efforts create value only when they are translated into frontstage signals that guests can notice, such as options, rituals, materials, and service details (Bitner et al., 2008). This also connects to signaling theory: when people cannot verify quality or impact directly, they rely on signals to reduce uncertainty, but these signals work only if they are clear and credible (Connelly et al., 2011).

How ambiguity is avoided (transparency)

Alongside proof, transparency is a second key requirement. Transparency does not mean saying everything, but communicating in a coherent and unambiguous way. It means making commitments easy to understand, clarifying what changes and what does not, and reducing the risk that guests interpret choices as simple cost-saving measures (Chen et al., 2012). When statements are generic or certifications are shown without explanation, guests may not understand the real meaning of what is being communicated. This information gap can increase scepticism and reduce trust (Chang & Chen, 2013).

Risk (greenwashing and eco-labels)

The main risk of weak proof and low transparency is that sustainability is perceived as greenwashing, meaning the practice of creating a misleading impression about an organisation's environmental impacts or benefits through "green" claims that are false, vague, or not supported by evidence (European Commission, n.d.). Vague, inconsistent, or unverifiable statements increase the likelihood that guests interpret environmental communication as a reputation strategy without substance, with negative consequences for trust and purchase intention (Chang & Chen, 2013; Chen et al., 2019). In online environments, eco-labels and "green badges" can work as quick credibility cues, but their impact depends on how trustworthy they seem and whether guests understand what they mean (Assaker & O'Connor, 2023). When an eco-label is perceived as credible, it can also strengthen positive word of mouth through trust (Nosrati et al., 2024). For this reason, fewer but clearer statements, supported by simple and verifiable details and short explanations of certifications, are often safer than many generic claims or unexplained badges (Assaker & O'Connor, 2023; Chen et al., 2019).

2.6 / Literature Gap and Research Questions

Final requirement (cross-channel coherence and timing)

Finally, effective communication requires cross-channel coherence. What the hotel states online must match what guests actually encounter during the stay. Otherwise, the mismatch can increase the perception of inconsistency and weaken brand integrity (Morhart et al., 2015; Preziosi et al., 2019). This is especially relevant pre-stay, because the hotel's website is often the first and most controllable touchpoint through which sustainability claims are interpreted and expectations are set. Timing also matters: if sustainability is communicated early, it can shape expectations and make later practices feel coherent; if it appears only during the stay, guests may interpret it as a service cut rather than a value choice (Lemon & Verhoef, 2016; Bai et al., 2008). For this reason, sustainability communication should be legible, specific, and supported by credible proof already in pre-stay touchpoints, so it contributes to perceived value rather than triggering a "sacrifice" interpretation and sets consistent expectations for the on-stay experience.

In addition, credibility increases when communication reflects where impact is truly concentrated. Tourism emissions research highlights that travel and transport contribute significantly to overall impact, so a consistent sustainability strategy should also address mobility and destination-related choices, not only in-room practices (Lenzen et al., 2018; UN Tourism, 2019).

While the literature recognizes that sustainability can be perceived as either added value or a trade-off in luxury hospitality, (Chen et al., 2012; Assaker, 2020; Chen & Peng, 2018), it still offers limited insights into what specifically makes guests interpret a sustainable option as a sacrifice rather than a benefit in a luxury stay. This gap becomes even more relevant in tourism contexts, where behaviours are shaped by destination meanings and situation dynamics: destination image and place attachment influence what feels coherent and desirable, yet the attitude-behaviour gap shows that pro-environmental intentions often weaken while travelling (Chen & Tsai, 2007; Ramkissoon et al., 2013; Juvan & Dolnicar, 2014). As a result, the same sustainable option may be interpreted differently depending on the destination and the moment of the stay, reinforcing the need for RQ1 to focus on perception in-context.

Moreover, the review highlights that many environmental practices are operational and remain largely invisible to guests; without a credible translation into guest-facing touchpoints, they struggle to generate experiential or reputational value (Moscardo, 2017; Pereira et al., 2021; Preziosi et al., 2019). Although brand integrity and credibility are widely discussed as conditions for trust, there is still a lack of practical, design-oriented guidance on how to communicate and embed environmental sustainability across the guest journey while avoiding vague

claims, perceived greenwashing, or interpretations as cost-cutting (Morhart et al., 2015; Amatulli et al., 2021; Chen & Chang, 2013; European Commission, n.d.; Chen et al., 2012). This second gap motivates RQ2, which focuses on principles and guidelines for translating sustainability into luxury-compatible value across touchpoints.

Building on the industry context, the present research investigates how hotels can translate environmental practices into clear, credible, and luxury-compatible communication and experience across key touchpoints of the guest journey, reducing the risk that sustainability is perceived as a service cut or a loss of value.

The research therefore aims to answer the following questions:

RQ1: Which communication patterns make guests perceive a sustainable choice as a sacrifice, rather than a benefit, across luxury hotels touchpoints?

RQ2: Which communication strategies for luxury hotels are most effective in turning sustainability practices into a value element, that is also consistent with the codes of the new luxury?



Figure 10: Outdoor garden. Grand Hotel Tremezzo, Lago di Como

3.1 / Key Methodologies and Research Roadmap

This thesis adopts an exploratory, qualitative, and human-centred approach to translate a literature gap into practical, design-relevant evidence for luxury hospitality. Methodologically, the work is framed through the Double Diamond, which describes a process that alternates divergent exploration and convergent definition, and develops solutions through iterative refinement rather than a strictly linear sequence (Design Council, 2019).

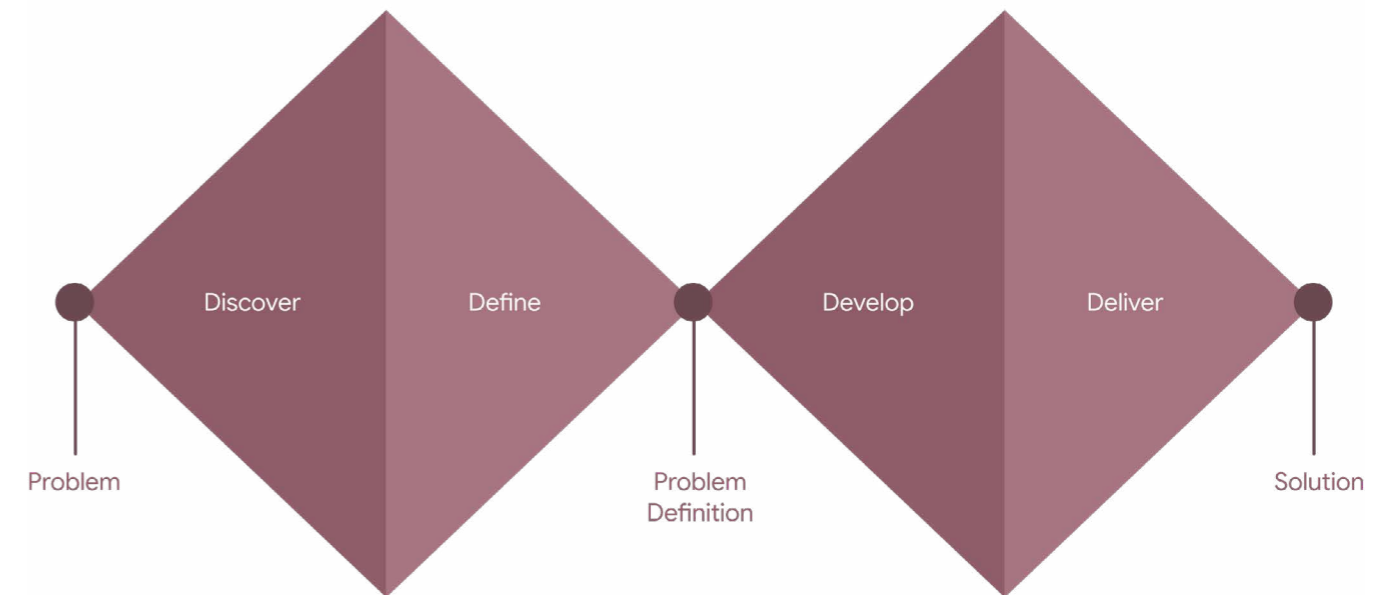


Figure 11: Double Diamond Framework. Design Council.

What is the Double Diamond?

Following the Design Council's Double Diamond, the process is articulated into four phases. Discover expands the understanding of the issue by exploring it widely and engaging with people affected by it, in order to avoid assumptions (Design Council, 2019). Define converges the insights into a clearer problem framing and a focused design challenge (Design Council, 2019). Develop explores and prototypes different responses to the defined challenge through ideation, inspiration, and co-design with a range of stakeholders (Design Council, 2019). Deliver tests solutions at small scale, iterates based on feedback, rejects what does not work, and improves what does, acknowledging that learning can lead back to earlier phases (Design Council, 2019).

Building on this framework, the research roadmap is organised into two phases aligned with the two diamonds and linked to the research questions. The first diamond (Discover–Define) combines the literature review, the benchmark of digital touchpoints, and field interviews to structure the problem and to answer RQ1. The second diamond (Develop) builds on the emerging insights through co-design activities and iterations, testing desirability, tone of voice, and the legitimacy of proposed touchpoints. This phase refines the answer to RQ1 and supports the translation of evidence into design implications, enabling the formulation of RQ2 and its final output: actionable guidelines. While the Double Diamond includes a Delivery phase, field validation through implementation and a pilot with hotel partners is outside the scope of this thesis; it represents a natural next step that would require a long testing period to account for seasonality and operational variability, and to assess feasibility, acceptability, and impact in real conditions (Design Council, 2019).

**Phase 1: Benchmark, matrix,
and use cases
(Discover–Define)**

Overall, the study follows a multi-method qualitative design, combining several tools to observe the same phenomenon from different angles and strengthen interpretation when results converge (Creswell & Plano Clark, 2018). After Chapter 2 builds the theoretical framework, this chapter explains how the framework is made observable through a sequence of methods and how the research questions are answered across the phases.

The first phase combines a benchmark of hotels' official digital touchpoints and a 2×2 analytical matrix. The benchmark analyses each hotel's main pre-stay touchpoints (website pages and publicly available materials directly linked from the website) through a grid of seven observable parameters. Four parameters relate to communicated environmental sustainability (energy and carbon; water management; waste and materials; governance and transparency), and three parameters relate to territorial and experiential value (local economic integration; cultural and natural heritage mediation; experiential depth and guest engagement). To make qualitative content comparable, each parameter is rated on a 1–5 scale using shared criteria focused on clarity and specificity, proof and credibility, and coherence with luxury codes (Krippendorff, 2019; Schreier, 2012). The resulting scores are visualised in a 2×2 matrix that clusters the sample and highlights recurring gaps between the environmental axis and the territorial–experiential axis, as well as patterns across destination types. This supports the identification of priorities for communication transformation and the selection of representative reference configurations.

To complement the benchmark and matrix results, a multiple use-case analysis is then adopted. One use case is selected for each quadrant and tre-

**Phase 2: Field research
and co-design
(Define–Develop).**

ated as a goal-oriented description of a concrete situation of use that makes explicit how touchpoints, language, and value promises are combined in that configuration. Comparing these quadrant-specific use cases helps translate the matrix patterns into actionable design insights, showing, in detail, the communication logics at play and their likely effects on credibility, perceived value, and coherence with luxury codes (Cockburn, 2001; Carroll, 1995).

The second phase combines two complementary qualitative methods. First, semi-structured interviews with hotel staff and managers from the benchmark sample explore provider-side rationales, operational constraints, and quality criteria. This format ensures comparability across participants while leaving room to probe specific practices and examples (Kvale & Brinkmann, 2009). All 30 hotels in the sample were contacted by email; the two Milan-based hotels were also visited in person. Three hotels agreed to participate: a short on-site conversation with a concierge at Palazzo Parigi, an email exchange with the management of Gardena Grödnertal Hotel & Spa, and a phone interview with the management of Grand Hotel Fasano.

Second, co-design sessions with luxury hotels guests involve participants in the co-creation and evaluation of options and touchpoints. This method helps make explicit needs, expectations, and acceptability criteria that are difficult to anticipate, and supports design decisions that are more realistic and implementable (Sanders & Stappers, 2008; Steen et al., 2011). In this thesis, participants were selected to match a specific and strategically relevant target: under-30 luxury guests (Gen Z and younger millennials) with at least one recent high-end hospi-

tality experience. This group was chosen because younger generations are becoming increasingly influential in luxury consumption, with Gen Z expected to represent 25–30% of luxury market purchases by 2030, and because their preferences are often linked to experience-seeking and sustainability-related values (Fondazione Altagamma & Bain & Company, 2023; McKinsey & Company, 2024).

Three sessions were conducted with female participants aged 25–30: Giulia (student, based in Zurich), Federica (working professional, based in the province of Monza), and Sofia (working professional, based in Rome). Each session was conducted remotely using a shared Figma board and lasted approximately 30–45 minutes.

Together, the evidence from the literature review, benchmark, matrix, use cases, interviews, and co-design is synthesised into eleven findings that answer RQ1. Finally, these findings are translated into a set of guidelines addressing RQ2: a practical framework of principles and requirements for communicating environmental practices in a credible way, coherent with luxury codes, and integrated across the guest journey.

3.2 / Benchmark of Digital Touchpoints

To understand what makes guests under 30 perceive a sustainable choice as a sacrifice rather than a benefit (RQ1), it is first necessary to understand what is actually communicated and how. The first touchpoint a guest interacts with to access a hotel service is the website. For this reason, a digital benchmark was carried out based on a content analysis of hotels' online digital touchpoints (the website and publicly available materials). Content analysis makes it possible to examine communication materials in a systematic way, using categories and coding rules that can be replicated. It can be applied to texts, images, and narrative structures, with the aim of identifying recurring patterns and differences across the observed units (Krippendorff, 2019; Schreier, 2012).

In this thesis, the benchmark does not aim to verify the "truth" or the operational effectiveness of the practices, which are often backstage. Instead, it observes what a guest can realistically see and understand through digital touchpoints, and then investigates what did not work and why. The analysis is structured around 7 observable parameters, each rated on a 1-5 scale, in order to compare different communication configurations within the sample.

3.2.1 / Sample and Criteria

The benchmark considers a sample of 30 Italian luxury hotels awarded by Forbes Travel Guide, selected among independent properties that do not belong to large chains. Using an external recognition makes it possible to work with a comparable set of properties positioned in the luxury segment, reducing ambiguity linked to self-definitions such as "boutique" or "exclusive". The choice to focus on independent hotels also allows a clearer observation of how sustainability is integrated and communicated at the level of a single property and brand, without the influence of centralised ESG policies and narratives that are typical of hotel chains.

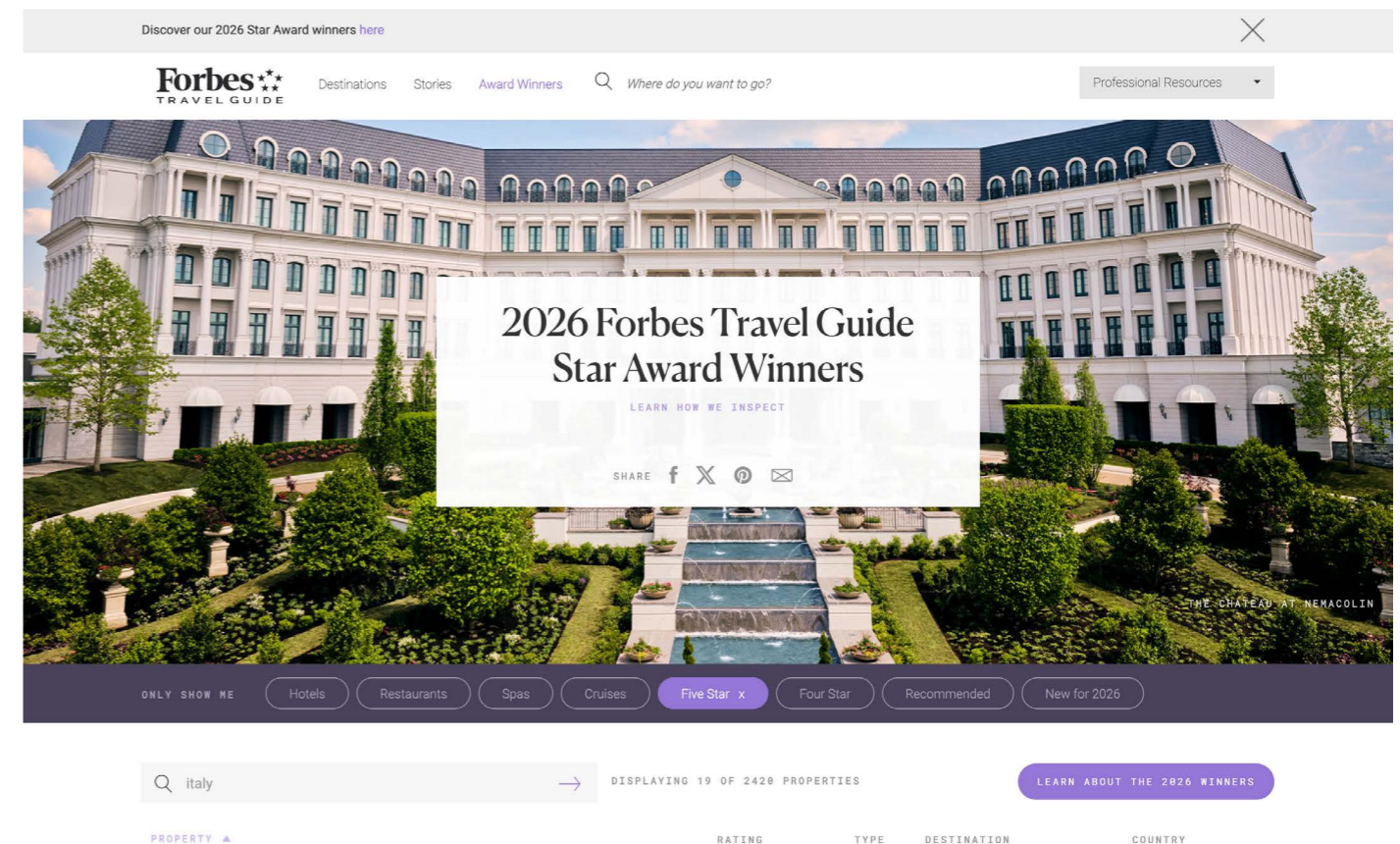


Figure 12: Forbes Travel Guide Awards, homepage

3.2.2 / Observation and Coding Protocol

The unit of analysis for the benchmark is the set of official digital touchpoints that a potential guest can access before the stay. For each hotel, the following were reviewed:

- The official website (institutional and informational pages);
- Any sections dedicated to sustainability, ESG, or CSR;
- “About/values”, “Experience”, “Destination/territory”, “Food & beverage”, and “Spa/wellness” pages, when relevant for value creation and storytelling;
- Any documents linked from the website (PDFs, policies, reports, manifestos), treated as an integral part of communication because they are accessible to the user.
- External sources (booking platforms, media, certification websites) were used only as a cross-check, for example to verify whether a claimed certification exists or to clarify ambiguous information.

In any case, the scoring is based exclusively on content that a guest can reach by navigating the hotel website and the documents directly linked to it. This choice is consistent with the focus of the thesis: communicated sustainability and the potential “educational” role of digital touchpoints.

Coding followed a combination of deductive and inductive approach. A first deductive layer was used to ensure consistency with the theoretical framework and to enable comparison across hotels. This consists in a predefined coding scheme tran-

slated the literature-informed dimensions (such as visibility/clarity of sustainability information, presence of proof and specificity, coherence with brand values, and degree of place-based storytelling) into observable indicators applied systematically to all touchpoints.

At the same time, an inductive layer was adopted in order to understand recurring patterns not fully anticipated by the framework (such as how sustainability content is positioned in the information architecture, recurrent micro-copy strategies, or typical forms of vague claims), preventing the analysis from forcing evidence into pre-set categories. This combination was chosen to balance compara-

bility and rigor (deductive coding) with sensitivity to the field and emerging design opportunities (inductive coding), which is particularly relevant when the goal is to derive actionable insights and guidelines.

3.2.3 / Benchmark Parameters and Scoring Logic

To make the different “translations” of sustainability in hotels’ digital strategies observable and comparable, this research developed a benchmarking grid based on insights from the literature review and the objectives of the matrix. The decision to structure the grid around two axes reflects a key distinction for this thesis: on the one hand, environmental sustainability as a dimension of impact and credibility (how the hotel communicates what it does and how solid its claims are); on the other hand, territorial and experiential value as a dimension of meaning and desirability (how sustainability is made relevant to the guest through place and experience). In other words, these two axes allow the analysis to connect what often remains “backstage” in operations with what becomes “frontstage” in guest perception, clarifying when a practice generates value and when it is instead interpreted as a sacrifice or a service cut.

For each dimension, the grid includes indicators that can be observed through digital touchpoints, in line with the focus on communicated sustainability and on what a potential guest can realistically evaluate before the stay. The environmental parameters were defined by referring to authoritative sector guidelines, as they provide recurring and comparable operational categories across properties (energy/carbon, water, waste/materials, governance and transparency) and represent an established reference for net-zero roadmaps and for assessing the robustness of sustainability claims. As for the territorial/experiential axis, it was built by translating evidence and trends that show a growing demand for place-based experiences and stronger integration with the local ecosystem into three communication-based indicators: local economic integration, cultural and natural heritage mediation, and experiential depth/guest engagement. The result is a grid composed of seven parameters, designed to balance comparative rigour with design relevance and to support the extraction of insights for the definition of guidelines.

Environmental Parameters

These indicators reflect recurring dimensions in ESG frameworks and sector guidelines for hospitality (World Sustainable Hospitality Alliance, 2023; UN Tourism & World Sustainable Hospitality Alliance, 2024; World Sustainable Hospitality Alliance, 2024):

1. Energy and carbon

Assesses the presence of interventions and policies related to energy efficiency, smart systems, the use of renewable energy, and decarbonisation strategies, in line with net-zero roadmaps for the sector (World Sustainable Hospitality Alliance, 2023; UN Tourism & World Sustainable Hospitality Alliance, 2024).

2. Water management

Considers practices aimed at reducing consumption (efficient fixtures, laundry, irrigation), monitoring, and, where applicable, reuse and wastewater management, with attention to local water-stress risks and transparency about progress (World Sustainable Hospitality Alliance, 2023; UN Tourism & World Sustainable Hospitality Alliance, 2024).

3. Waste and materials

Captures initiatives to reduce waste, eliminate single-use plastics, support recycling, and adopt circular procurement. In this area, it is especially relevant to mention phasing out unnecessary plastics, introducing reuse models, and ensuring packaging is reusable, recyclable, or compostable (UNEP & UNWTO, 2021).

4. Governance and transparency

Observes whether there is an ESG governance structure, public policies, roles and responsibilities, reporting, and third-party certifications. In particular, the distinction between “building” certifications (for example LEED, BREEAM) and “operational” certifications (for example Green Key, EU Ecolabel, Green Globe, ISO 14001) helps assess the strength of the claims (Sustainable Hospitality Alliance, 2021).

These indicators describe how the hotel creates value through relationships with the place and translates them into meaningful experiences, in line with the growth of the experience-driven segment in tourism and luxury (McKinsey & Company, 2024; McKinsey & Company & Skift Research, 2024):

1. Local economic integration

Measures how much the hotel communicates collaborations with local suppliers, artisans, and producers, as well as supply chain practices that generate economic benefits for the local area (Jackson, 2025).

2. Cultural and natural heritage mediation

Assesses the hotel's ability to make local heritage "accessible" through storytelling, partnerships, and activities such as routes, guided visits, itineraries, and cultural content, also in relation to evidence on the role of itineraries and heritage experiences in local development (Beltramo et al., 2025).

3. Experiential depth and guest engagement

Considers the presence of participatory and learning-oriented experiences such as workshops, cooking classes, activities with local communities, and active experiences, and the extent to which the guest is involved as an actor rather than just a spectator. This aligns with demand trends for "unique" and place-based activities (McKinsey & Company & Skift Research, 2024; World Travel & Tourism Council, UN Tourism, & World Sustainable Hospitality Alliance, 2024).

Each of the 7 parameters is translated into an ordinal score from 1 to 5, anchored to qualitative descriptors. The scale does not measure operational "performance", but the quality and strength of the communication that is observable through digital touchpoints.

- 1: no relevant content, or only generic and non-specific claims.
- 2: isolated initiatives or symbolic gestures, with little detail and no evidence of a systematic approach.
- 3: recognisable structured practices (for example a curated portfolio of experiences, or widespread technologies), but with limited monitoring, few targets or metrics, or only partial narrative integration.
- 4: a more complete and systematic approach, often supported by formalised policies, described programmes, and or recognised certifications.
- 5: a central dimension in the concept and governance, supported by multiple forms of evidence (certifications or partnerships), explicit targets, reporting or indicators, and strong integration into the narrative and or the guest experiences.

When assigning scores, three cross-cutting criteria guide the evaluation (Krippendorff, 2019; Schreier, 2012):

Clarity (specificity versus claims): how understandable, concrete, and contextualised the statements are, avoiding vague formulas.

3.2.4 / Benchmark Output

Proof and credibility (verifiable evidence): the presence of examples, data, certifications, policies, targets, or mechanisms that reduce ambiguity and increase trust.

Coherence with luxury codes: a non-moralising tone, discretion, high-quality framing, with sustainability presented as service value and care rather than as a “cut”, and consistent with the promised experience.

To support consistency and comparability, coding was conducted iteratively. A first round of scoring helped define interpretive thresholds, followed by cross-case checks to reduce the risk of overestimating unsupported claims and to align how the scale was applied.

The benchmark output is a structured dataset, not a ranking. For each hotel, it produces:

1. A set of scores (1-5) across the 7 parameters, applied to the observed digital content.
2. Supporting qualitative notes that trace the evidence (texts, pages, linked documents, narrative elements) used to justify each score and make the coding decision transparent.

This dataset serves a clear operational purpose. It makes cases comparable and prepares the transition to the next chapter, where the scores are aggregated and synthesised to build the 2x2 matrix and analyse recurring configurations and communication gaps.

3.3 / Matrix Construction and Quadrant Analysis

To organise and discuss the benchmark results, a two-dimensional analytical matrix (2x2) was created. Using matrices as synthesis tools is consistent with qualitative approaches that use data displays to reduce complexity, make cases comparable, and support interpretive inferences (Miles, Huberman, & Saldaña, 2014). In this thesis, the matrix is not meant to “measure” objectively how sustainable a hotel is. It is a comparative reading tool: it helps visualise how hotels are distributed across two key communication dimensions and identify which transformations are most urgent to prevent sustainability from being perceived as a sacrifice.

Matrix axes

The matrix axes come directly from aggregating the 7 benchmark parameters. The X axis (communicated environmental sustainability) aggregates the 4 environmental parameters (energy and carbon, water, waste and materials, governance and transparency). The Y axis (territorial and experiential value) aggregates the 3 territorial and experiential parameters (local economic integration, heritage mediation, experiential depth and engagement).

Aggregation, normalisation, and positioning

For each hotel, the parameter scores are aggregated into two totals: the Environmental total (sum of the 4 environmental parameters, with a theoretical maximum of 20) and the Territorial and Experiential total (sum of the 3 territorial and experiential parameters, with a theoretical maximum of 15). To enable comparison on a uniform scale, each total is normalised to 0-1 by dividing the achieved score by the theoretical maximum of the axis. The resulting X and Y values indicate relative proximity to an “ideal” defined by the grid, not a competitive ranking of hotels.

3.4 / Use Cases

To complement the benchmark and matrix results, a multiple use-case analysis was adopted. Use cases are goal-oriented descriptions of real situations of use that make interactions, touchpoints, and underlying design choices explicit. Comparing multiple use cases helps identify patterns across different configurations and translate empirical observations into transferable design insights (Cockburn, 2001; Carroll, 1995).

Case selection from the matrix

The selection of these four use cases is not meant to be statistical or fully representative of each quadrant. The matrix and the benchmark on the 30 hotels are the comparative and “structural” part of the research: they are used to identify recurring patterns, gaps, and differences between the two axes, and to build an overall reading of the quadrants. Based on this, the use cases do not replace the sample analysis and do not claim to represent the “average” behaviour of each quadrant. They are used to make the patterns more visible and understandable, by showing how these logics appear in practice on digital touchpoints.

In other words, the four hotels are treated as reference configurations: clear and documentable examples of communication choices that guests can actually encounter in the pre-stay phases. The thesis does not aim to measure how common a solution is, but to explain which communication levers make it effective or risky in the guest’s perception. For a design-oriented goal, the quality of the results depends less on the statistical representativeness of a single example (which is still supported by the comparative analysis of the sample) and more on the ability to make mechanisms and effects obser-

vable: what is brought to the frontstage and what remains backstage, which signals reduce uncertainty and increase credibility, and which choices may create dissonance or a “service cut” interpretation.

As a consequence, the use cases are not presented as universal best practices, nor as guidelines automatically valid for all hotel types within each quadrant. Instead, they have a communicative and analytical role: they make the thesis more experiential because they turn an abstract reading (scores and positioning) into concrete, verifiable situations of use, reducing interpretative ambiguity.

Finally, selecting hotels from different destination types strengthens the explanatory value of the use cases. Since “place” shapes the value promise (heritage, nature, food and wine, seasonality, activities), including different contexts helps show how the same quadrant logic can take different forms in content and in the proposed experiences. This does not aim at statistical generalisation, but at covering a richer range of configurations and making the design discussion more robust.

For each selected use case, the analysis draws on a consistent set of guest-facing sources, all publicly available and directly linked to the hotel’s official website. Specifically, it considers:

- official website content (sustainability pages, brand storytelling, rooms/F&B/experiences sections);
- downloadable materials linked from the website (e.g., brochures, factsheets, press kits, reports or manifestos when available);
- booking-related pages and pre-stay infor-

mation accessible from the website (e.g., booking engine pages, FAQs, policies, practical information);

- visual and interaction cues within the digital journey (information architecture, labels, navigation hierarchy, and the placement of sustainability-related content).

Based on these sources, each use case is analysed across:

- digital touchpoint design choices (framing, proof, tone of voice, narrative coherence);
- signals of integration, or separation, between environmental sustainability, place, and the guest experience;
- risks of dissonance, including cues that may trigger a “sacrifice” or “service cut” perception;
- preliminary design implications, identifying which communication levers appear most urgent and where they should be activated.

The synthesis of insights from the benchmark, matrix, and use-case analysis provides a coherent picture of what is currently visible to guests through official digital touchpoints, and it sets the basis for the subsequent field research and co-design phases aimed at answering RQ1.

Reading framework for each case and output

3.5 / Field Research: Trade Fair and Interviews

To go deeper into the topic and take a closer look at sustainable practices, hotel targets, and the overall context of luxury hospitality, a field research phase was carried out alongside the desk research. It included several moments: a visit to Hotel 2025 at Fiera Bolzano on 14 October 2025, and three mixed-format interviews with hotels from the selected sample.

Talking about interviews more specifically, one interview was conducted by phone with Grand Hotel Fasano, one was conducted in written form via email with Hotel Gardena Relais and Châteaux, and a final short interview was carried out on site at Palazzo Parigi in Milan. Semi-structured interviews are suitable for exploring rationales, quality criteria, and operational constraints, while keeping flexibility and the possibility to follow emerging topics (Kvale & Brinkmann, 2009).

Interview data were then analysed through a thematic analysis. Audio recordings were transcribed and the material was coded in two iterative cycles: an initial coding phase combined deductive codes derived from the research question and the analytical framework with inductive codes emerging from the data; the resulting codebook was progressively refined through constant comparison across interviews and supported the aggregation of codes into higher-level themes (Saldaña, 2016).

The final themes were used to synthesise recurring patterns and tensions, and were triangulated with benchmark and use-case insights to inform the design implications for the subsequent co-design phase.

Sample and contact approach

On the hotel side, three luxury hotels were involved through on-site conversations and written or phone exchanges. All of them were part of the original sample of 30 hotels selected for the benchmark and matrix analysis:

- short conversations with front-of-house staff: Palazzo Parigi (concierge)
- email and phone exchanges with management or key roles: Gardena Grödnerhof Hotel & Spa (Concierge Desk and family representative), Grand Hotel Fasano (management)

Note: The interview invitation was distributed via email to all 30 properties included in the study sample; nevertheless, participation in direct interviews was limited to a small subset of hotels.

Hotel	Interviewee	Duration	Modality
Palazzo Parigi, Milano	Paulo, Concierge	20 minutes	In presence
Gardena Grödnerhof Hotel & Spa, Dolomiti	Silvia Bernardi, Concierge Desk and family representative	–	Written by Email
Grand Hotel Fasano, Lago di Como	Nicholas Mayr, Management	30 minutes	On the phone

Figure 12b: Sample Interviews

Interview question guide

The six questions were designed to generate insights that could be directly used in service design:

Are there sustainable practices already in place that, in your view, guests do not notice or understand? On the other hand, which ones seem to be most appreciated or most visible to guests?

At which moments of the stay is a guest most open to making a small conscious choice, without experiencing it as an effort or a sacrifice?

If you proposed a slightly different option that is more environmentally responsible, how should it be presented so that it does not feel like a sacrifice, but like added value?

If these small choices were offered in a “discreet” way (for example pre-arrival, check-in, QR or app, in-room tablet, a WhatsApp message, an in-room card), which format feels the most natural for your guests? And which one would risk being ignored?

At the end of the stay, how would you imagine a brief summary of the choices made that feels elegant and non-judgemental? (for example a sentence at check-out, a card, a post-stay email)?

Are there points where this type of proposal could create operational friction for your team (timing, request management, service consistency)? What would be the main practical difficulties?

Visit to Fiera Bolzano Hotel 2025

Within the field research, an in-person visit to the Hotel trade fair at Fiera Bolzano was also included (visit carried out on 14 October 2025). The fair is a professional event dedicated to hospitality and gastronomy, and it provides a valuable observation point on suppliers, operational solutions, and emerging narratives related to sustainable hospitality. During the visit, notes and informational materials were collected (for example brochures, and examples of solutions and services presented by exhibitors), with the aim of:

- identifying which “backstage” interventions (systems, efficiency, materials, resource management) are currently most often proposed to the market;
- observing how sustainability is translated into value propositions (benefits, proof, claims, certifications) and which language styles are used;
- gathering insights on feasibility and implementation (solutions that are already “ready”, standardisable, and compatible with service constraints).

This observation was used as contextual support for the interviews, strengthening the understanding of what is realistically available and adoptable for hotels, and how the sector tends to communicate these solutions.

Figure 13: Stands, Hotel 2025 Fiera Bolzano



Figure 14: Board members. Hotel 2025 Fiera Bolzano.



3.6 / Co-design

Co-design is a methodological approach that involves service users and stakeholders in the generation and evaluation of solutions. It supports discussion, analysis, and direct responses to the target's needs, which are not always easy to interpret, helping produce outputs that are as human-centred as possible (Sanders & Stappers, 2008; Steen, Manschot, & De Koning, 2011). After speaking with the actors who provide the service (hoteliers), the research also included the actors who actually use the service (guests), who are also the main audience of the communication, in order to better understand their expectations and preferences.

Participants and setting

Three co-design sessions were therefore carried out with participants who matched the target profile: under 30, and with at least one recent high-end hospitality experience. As reported in the research introduction, this target was selected because younger generations are becoming increasingly influential in luxury consumption, with Gen Z expected to represent 25–30% of luxury market purchases by 2030 (Fondazione Altagamma & Bain & Company, 2023), and because their preferences in luxury travel tend to be strongly linked to experience-seeking, authenticity, sustainability, and digital connectedness (McKinsey & Company, 2024).

The participants (Giulia, Federica, Sofia) were between 25 and 30 years old: one student and two working professionals, living respectively in Zurich, the province of Monza, and Rome. The sessions were conducted remotely using a shared Figma board, and each session lasted approximately 30 to 45 minutes.

Activity structure

The co-design was conducted through the following activities:

Activity 1 Selection and classification of micro-activities

The first activity focused on selecting and classifying possible sustainable micro-choices that could be offered to guests. Four representative service areas were identified within the hotel experience: housekeeping, energy and comfort, mobility, and local engagement. Then, based on the three participants' first-hand experiences in high-end hospitality settings, a list was developed including both practices they had already encountered as guest-facing options and additional practices that could be implemented. All proposals collected across the three sessions were grouped into clusters under the four areas.

Next, each participant labelled every practice either as a "guest choice" or an "hotel default", depending on what they would prefer to decide independently versus what they would rather have already set by the hotel. With three participants, when two selected "guest choice" and one selected "hotel default" (or vice versa), the majority preference was considered. Finally, we discussed when these options felt like personalisation and control, and when they felt like extra effort or a disruption of the experience.

Activity 2 Language and tone of voice test

Using one of the proposed choices in Activity 1 as an example (linen change), three communication variants were tested to understand which one could work best and encourage guests not only to understand the option, but also to actually consider it. The three variants were: a more educational version that mentioned environmental impact, a premium and more "alternative" version, and a simple, direct version.

The participants identified which messages felt too moralising or too "marketing", and then rewrote their preferred version.

Activity 3 Customer journey and touchpoint mapping

The micro-activities selected in Activity 1 were matched to the most suitable touchpoint type and to each phase of the customer journey. Touchpoints included a mix of digital channels, people (front desk and concierge), and physical elements.

Activity 4 End-of-stay restitution

Finally, three types of end output for the guest were compared (an educational version referring to environmental impact, a discreet thank-you version, and a version with a reward to recognise the guest).

Results analysis

The outcomes of the three co-design sessions were captured primarily through the artefacts produced during the activities, rather than through audio recordings. Data therefore consisted of the completed working boards (post-its, annotations, prioritisation marks, touchpoint selections, and journey-phase placements) and the researcher's facilitation notes taken during each session. At the end of each session, the boards were photographed, and a short debrief memo was written to document key decisions, disagreements, and recurring arguments while they were still fresh.

The analysis was based on a comparative review of the boards produced during the three co-design sessions. After each session, the completed boards were collected and photographed. The results were then derived by comparing the outputs across sessions and marking recurring elements, such as repeated preferences, similar touchpoint selections, and consistent links between specific micro-choices and journey phases. Items that appeared in more than one session, or that generated clear agreement, were treated as stronger signals and were synthesised into the key themes reported in the results. These recurring patterns were then translated into preliminary design implications for the subsequent guideline development.

3.7 / Output: Guidelines

The guidelines were developed through a synthesis process that integrates theoretical evidence and qualitative data collected across multiple research phases. From a methodological perspective, their construction follows an evidence-based logic: rather than defining abstract principles, the operational recommendations derive from repeatedly identifying the conditions under which a sustainable choice is perceived by guests as a sacrifice, and translating those conditions into design criteria that can be checked and tested.

The starting point is the Literature Review, which defined the key constructs needed to interpret the “sacrifice” perception in a luxury context: perceived value and perceived risk, the tension between environmental initiatives and luxury codes (comfort, control, predictability), and the role of brand integrity, proof, and cross-channel coherence in building credibility. In parallel, desk research on the sample (through the benchmark of digital touchpoints and the matrix reading) highlighted recurring patterns of weak sustainability communication and made visible the typical gaps between what hotels do and what guests can actually perceive online. The subsequent use-case analysis deepened this evidence by showing how these patterns concretely translate into framing choices, touchpoint architecture, tone of voice, and value promises.

Field research then made these patterns actionable by adding the provider-side perspective. Interviews and observations clarified which practices remain backstage, where translation into frontstage signals is most needed, which moments of the stay are perceived as legitimate for introducing micro-choices, and where operational frictions emer-

ge across departments. Finally, three co-design sessions with under-30 guests tested desirability, tone of voice, and framing strategies, confirming that the sacrifice effect emerges mainly when a choice is interpreted as a service cut, an imposition, or an attention cost.

Within this synthesis process, the personas were introduced as a bridge between findings and design decisions. The use of personas as evidence-based archetypes is an established practice in design and UX to operationalize research insights and guide coherent design decisions.” (Pruitt & Grudin, 2003) They were formulated by consolidating recurring patterns across the qualitative phases: on the guest side, co-design discussions repeatedly surfaced different preferences on what should be a “guest choice” versus a “hotel default”, which touchpoints felt legitimate, what level of proof was necessary, and when sustainability started to feel disruptive; on the provider side, interviews reinforced complementary observations about what guests notice, what stays invisible, and which framings prevent “service cut” interpretations. By comparing these recurring themes, three stable acceptance logics emerged (credibility-driven, friction-sensitive, and luxury-code-sensitive) and were translated into three behavioural archetypes. For this reason, the personas used in this thesis are not demographic segments and do not claim statistical representativeness. They are evidence-based design archetypes that help turn a generic target (“luxury guest”) into concrete expectations, implicit quality criteria, and pain points that communication should anticipate.

The result is a framework that works both as design support (guiding decisions on touchpoints, copy, and service signals) and as an evaluation grid to assess the robustness of a proposal before implementation.

Matrix and Quadrants/Location Analysis

4.1 / General Considerations

In this chapter, I discuss the results of the comparative analysis of the 30 luxury hotel properties. Following the methodology described in the previous chapter, each property is placed in the matrix based on the benchmark assessment. For transparency, the qualitative notes and website evidence collected for each hotel and each parameter, including short descriptions and references, are reported in full in the table in the Annex.

Each hotel is positioned based on the scores assigned to each analysed parameter along two axes: clarity of communication on environmental sustainability (X) and territorial value and experiential value (Y). The scores, with a maximum of 20 for the environmental axis and 15 for the territorial and experiential axis, are normalised on a 0 to 1 scale, and the medians of the two axes are used as thresholds to divide the matrix into four quadrants.

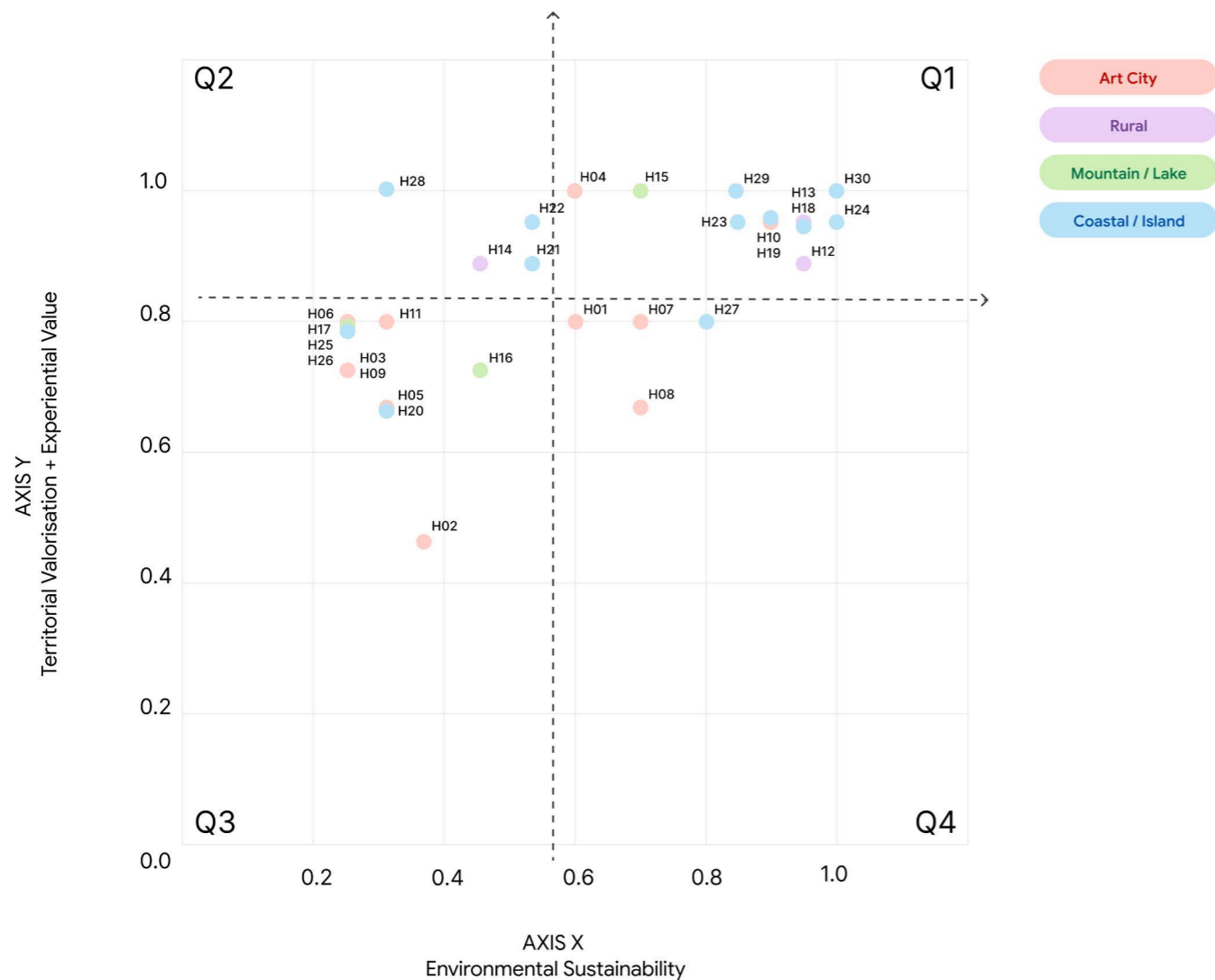


Figure 15: Benchmark Matrix.

More specifically, the matrix is shown as a scatter plot. A scatter plot is a statistical chart that shows the relationship between two quantitative variables by representing each data pair as a point on a Cartesian plane (x, y), helping identify correlations, trends, and patterns (JMP Statistical Discovery). The analysis follows three steps. First, it describes the overall trends in the sample. Second, it presents the characteristics of each of the four quadrants. Finally, it examines how these configurations vary depending on destination type.

It is important to recall that the goal of the matrix, together with insights from field research and co-design sessions, is to define principles and guidelines for an effective translation of sustainability across the full guest customer journey, which will be discussed in more detail in the next chapters.

The first stages of the customer journey for a guest who wants to stay in a hotel, luxury or not, happen through the property's website as a digital touchpoint.

In the Awareness phase, the guest makes an initial visit to the website and evaluates the first visual impact, including images, tone of voice, and value promise, as well as the essence of the place, such as the view, heritage, design, and services, and trust signals, such as ratings, awards, care policies, and contact details.

This is followed by the Consideration phase, when the user navigates the website more carefully to understand whether the hotel is truly the right fit. They look for information on rooms, food and beverage, bar, spa and wellness, pool, experiences and destination, values and sustainability practices in more detail, FAQs, and policies.

In the Intent phase, they check availability and price, and finally, in the Booking phase, if satisfied, they confirm the reservation.

During these early phases of the journey, it is very important that the communication of the hotel's values and sustainability practices is effective and is perceived by the customer as added value. But first, it is useful to explore in more detail what the general trends are across the 30 Italian hotels selected for this analysis.

4.2 / Quadrant 1 Analysis

High Environmental Communication, High Territorial Communication

Overall, the matrix shows a strong imbalance between the two axes. The average normalised score for environmental communication is around 0.58, while the territorial and experiential communication score is around 0.84. In 25 out of 30 hotels, the Y axis value (territorial and experiential communication) is higher than the X axis value (environmental communication).

This means that Italian luxury hotels have generally developed a strong ability to communicate place and experiences. Local gastronomy, landscapes, cultural heritage, and curated itineraries are often described with rich detail. In contrast, environmental sustainability is often:

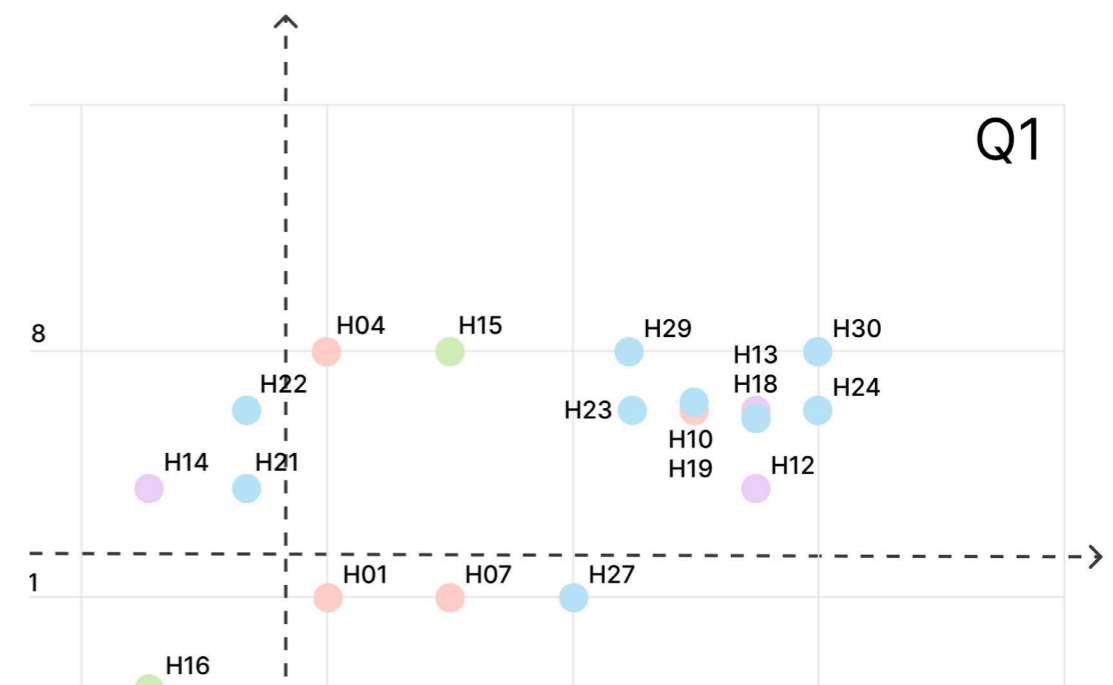
- absent from the website or limited to a few generic statements, or
- communicated in a technical, fragmented, and not very narrative way, often anchored to certifications and compliance language rather than to integrated storytelling.

From an educational point of view, guests are guided quite well in understanding what to do and what to see in a destination, but much less in understanding how their stay can be more environmentally responsible.

This quadrant (top right) includes 11 hotels: THE PLACE Firenze, Londra Palace, Borgo San Felice, Castelfalfi, Grand Hotel Tremezzo, Casa Angelina, Grand Hotel Excelsior Vittoria, Il San Pietro, Principe Forte dei Marmi, Hotel Villa Franca, and Hotel Mediterraneo Sorrento. These properties combine relatively strong environmental narratives with an equally strong focus on place and experiences.

On the environmental side, their websites present clear policies and programmes, often supported by recognised certifications (for example ISO 14001, EMAS, GSTC, Green Key). Several hotels provide dedicated sections such as “Sustainability” or “Green”, describe decarbonisation actions or resource-efficiency measures, and in some cases include quantitative data on energy, water, and waste.

Figure 15: Benchmark Matrix, Quadrant 1.



4.3 / Quadrant 2 Analysis

Low Environmental Communication, High Territorial Communication

In parallel, these hotels build rich place-based storytelling. They highlight vegetable gardens and vineyards, wineries and local fishers, regional ingredients and artisans. They invite guests into curated itineraries, such as boat trips, hiking, tastings, cooking classes, and cultural walks, that interpret local landscapes and cultures.

From a guest education perspective, Quadrant 1 hotels offer a relatively complete picture. Visitors can see that:

- the hotel is committed to the environment,
- the surrounding territory is presented as a valuable ecosystem, sometimes fragile, full of stories and relationships.

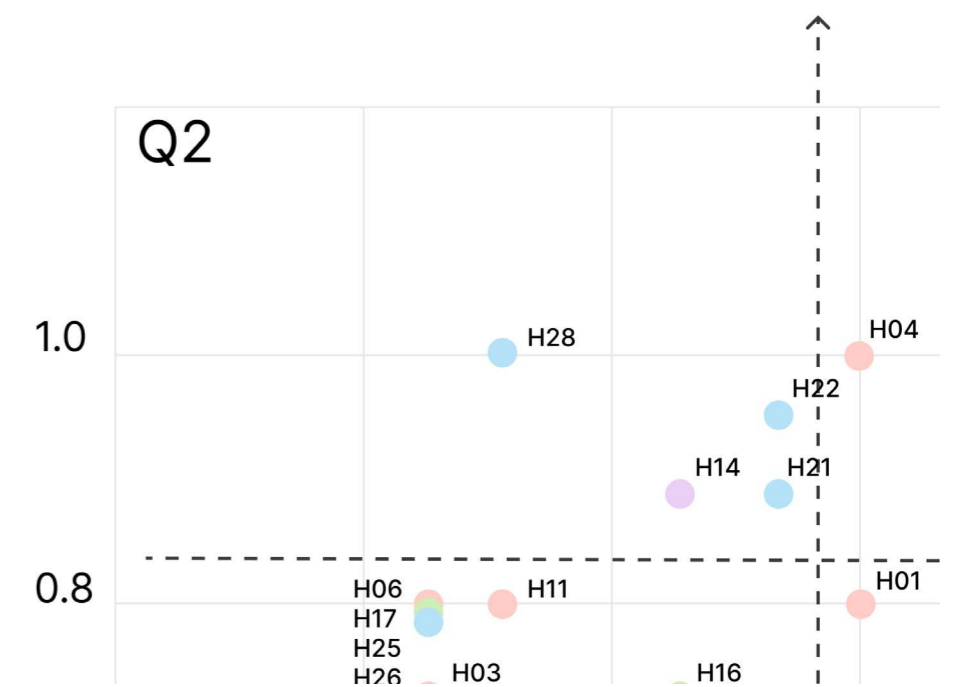
However, in most cases the two dimensions remain parallel narratives. Environmental information is often placed in separate PDFs or technical pages (for example “we use renewable energy”, “we are ISO-certified”), while experiential content relies on emotional descriptions of scenery, food, and culture. The risk is that sustainability is perceived as a technical backstage layer, rather than something that visibly shapes the design and meaning of the guest experience.

From a design perspective, Quadrant 1 includes the most advanced hotels in the sample, but there is still room to better integrate environmental storytelling and experiential storytelling. The challenge is to embed environmental choices within the narrative of experiences, so that guests understand through practice how responsible hospitality works.

Quadrant 2 (top left) includes four hotels: Borgo Vescine, Palazzo Avino, Le Sirenuse, and Caesar Augustus. These properties are outstanding in place-based storytelling and experience design, but their environmental communication is weak or almost absent.

Their websites are rich in narratives about villages, coastlines, lemon groves, traditional craftsmanship, and local history. They describe sophisticated experience offerings such as private boat tours, walking itineraries, art and design routes, and food and wine journeys. The destination is presented as a living cultural landscape, and the hotel acts as a curator and mediator.

Figure 16: Benchmark Matrix, Quadrant 2.



4.4 / Quadrant 3 Analysis

Low Environmental Communication,
Low Territorial Communication

Environmental aspects, however, remain superficial. There is little or no mention of energy and water management, waste reduction, or ESG policies. Targets, indicators, and guest-facing prompts are largely absent.

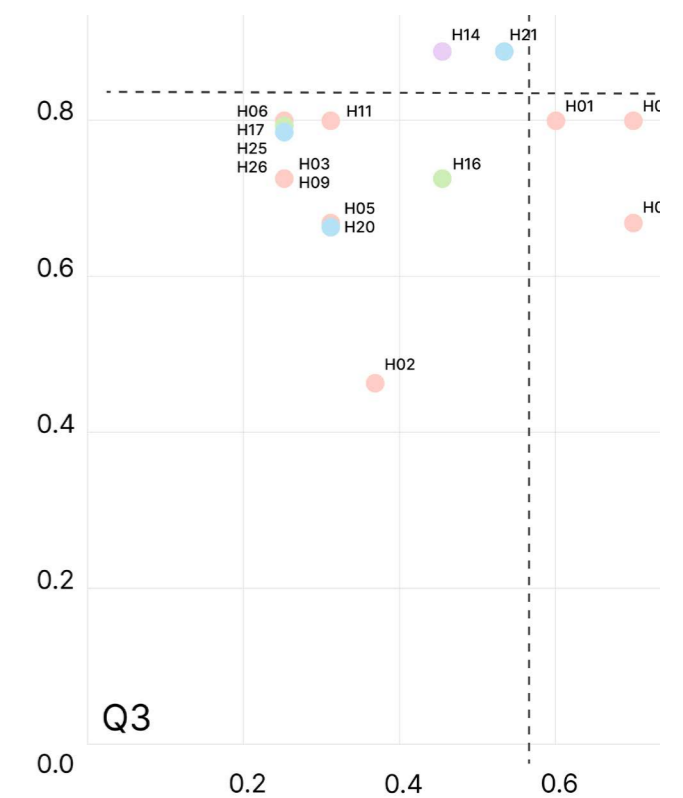
Guests learn a lot about culture, landscapes, craftsmanship, and cuisine, but almost nothing about how their stay impacts the environment or which practices could reduce that impact. The territory appears beautiful and authentic, but its ecological fragility and the hotel's environmental responsibilities remain off stage.

This quadrant therefore offers strong design potential. The experiential "stage" is already exceptionally strong. What is missing is the integration of environmental narratives and practices inside those experiences, so that guests can understand the link between the beauty they enjoy and the ecological systems that sustain it.

Quadrant 3 (bottom left) includes 11 hotels: Palazzo Parigi, Palazzo Vecchietti, Hassler, Villa Spalletti, Ca' Sagredo, Metropole, Grand Hotel Fasano, Gardena, Hotel Santa Caterina, La Serena, and Capri Tiberio Palace. In these cases, both environmental communication and territorial and experiential communication are relatively weak.

Websites often focus on the "internal product": rooms and suites, interior design, views, historic architecture, and gourmet or fine dining offerings. The emphasis is on comfort, elegance, and service quality.

Figure 17: Benchmark Matrix, Quadrant 3.



4.5 / Quadrant 4 Analysis

High Environmental communication,
low Territorial Communication

On the environmental side, also in this quadrant, there is little beyond generic references to “care for the environment”. There is no clear communication about energy or water efficiency, waste management, plastic reduction, or ESG governance.

In this quadrant, place-based storytelling is also limited or generic. Location is mentioned and some points of interest are listed, but there is little exploration of local supply chains, community relationships, or the destination’s ecological characteristics. External experiences are often summarised with broad formulas such as “concierge on request”, without a clearly articulated experiential programme.

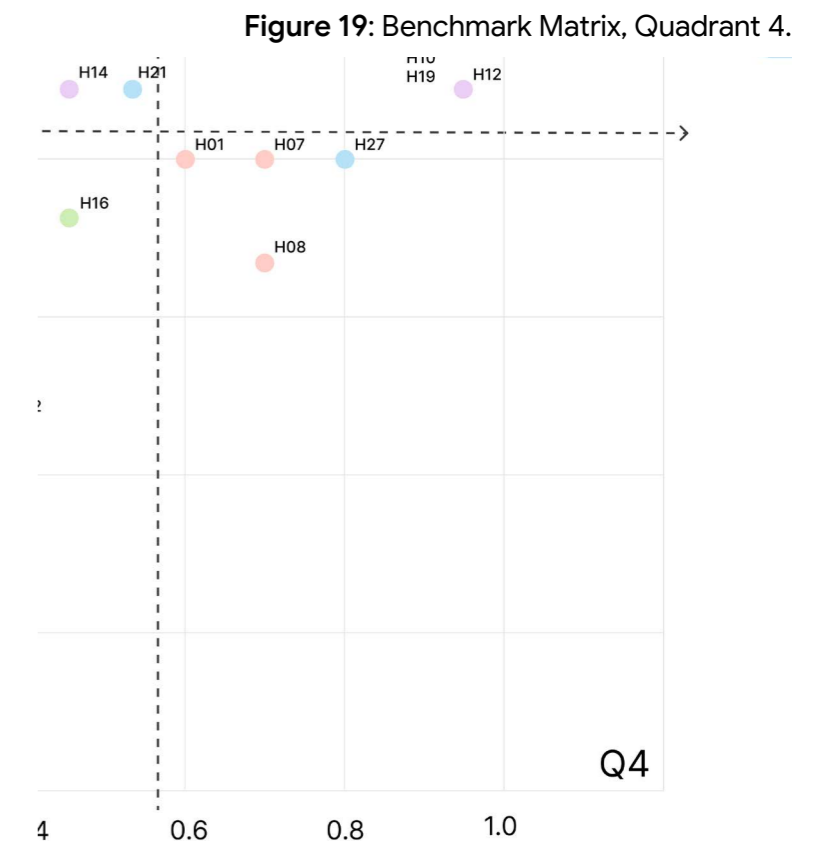
For a guest relying on the website, these hotels appear mainly as bubbles of aesthetic comfort where one can be cared for and enjoy refined service. There are almost no indications of:

- how the hotel interacts with local supply chains and communities
- how fragile, or affected by tourism, the hosting ecosystem may be
- how guests can adopt more conscious practices during the stay

Quadrant 3 is the most critical area. A significant share of Italian luxury hospitality still communicates as if sustainability and relationships with the territory were only a background, not an integral part of the value proposition.

Quadrant 4 (bottom right) groups four hotels: Magna Pars, Palazzo Ripetta, Grand Hotel Parker’s, and Grand Hotel Quisisana. These properties show relatively strong environmental communication but weaker territorial and experiential storytelling.

On the environmental side, they highlight certifications, ESG policies, and structured management systems. Many describe energy-efficiency measures, waste-reduction programmes, and governance tools such as codes of ethics, organisational models, and whistleblowing mechanisms. The language is technical, with an emphasis on standards, audits, and protocols.



4.6 / Analysis by Location

In contrast, communication about place and experiences is less developed. Location and architectural history are described, and some itineraries or partner-based activities are mentioned, but the narrative is not as rich or central as in Quadrants 1 or 2. Experiential portfolios appear more limited or less clearly curated.

Here, sustainability tends to be perceived as institutional compliance. It may reassure investors, regulators, and perhaps corporate clients, but it does not necessarily reshape the guest experience. More sustainability-aware guests may find rational reassurance, but they are not invited into a real discovery journey of the place and its communities.

The design challenge of Quadrant 4 is therefore almost the mirror image of Quadrant 2. Strong environmental structures exist, but they need to be translated into stories, rituals, and touchpoints that make sense to guests and connect to the surrounding territory.

The matrix can also be read through a second lens, focusing on patterns by destination type. As discussed in the literature, the type of place can influence guest behaviour, and it is useful to analyse how communication narratives are shaped by the context.

Rural

Rural properties show some of the highest values on both axes. Two of the three rural hotels fall in Quadrant 1 and the third in Quadrant 2. None appear in Quadrants 3 or 4. Agriculture, wine, and food production are naturally visible in these contexts, and hotels tend to build their identity around vineyards, olive groves, and village life. Sustainability, especially in terms of landscape care, and territorial storytelling are already part of the core business, even if the environmental dimension is not always fully quantified.

Figure 20: Borgo Vescine, Toscana



Coastal and island

Coastal and island hotels show very high scores on the Y axis and a more dispersed pattern on the X axis. They populate all four quadrants. For example, Il San Pietro, Casa Angelina, and Hotel Mediterraneo Sorrento are in Quadrant 1, while properties such as Santa Caterina, La Serena, or Capri Tiberio Palace are in Quadrant 3. The sea is a powerful experiential driver. Views, boat trips, and coastal lifestyle dominate the narrative. However, the degree to which this is translated into explicit environmental education on marine ecosystems, resource use, and over-tourism varies drastically.

Lakes and mountains

Hotels on lakes and in Alpine contexts generally perform well on the Y axis, especially where historic resorts curate narratives linked to landscape and outdoor activities. Environmental communication tends to be more moderate, with exceptions. One hotel is in Quadrant 1, while two are in Quadrant 3. The fragility of lake and alpine ecosystems, such as water availability, snow reliability, and carrying capacity, rarely enters the explicit discourse, even though it is central for long-term sustainability in these destinations.

Figure 21: Capri Tiberio Palace, Capri



Figure 22: Gardena Grödnerhof Hotel & Spa Dolomiti



Art cities

Hotels in art cities show, on average, the lowest scores on both axes. Six out of eleven fall in Quadrant 3, three in Quadrant 4, and only two, The Place Firenze and Londra Palace, reach Quadrant 1. Urban luxury communication remains mainly focused on historic architecture, proximity to landmarks, high service standards, and international lifestyle. Environmental initiatives are often invisible or presented in a very technical way, while deeper relationships with local communities, artisans, and urban ecologies are rarely articulated. Urban luxury therefore appears to be the segment that has moved least towards an integrated sustainable positioning.

These patterns suggest that the territorial and ecological context influences how “easy” it is to build credible narratives. Rural areas and, in part, coastal areas naturally support rich storytelling, while urban contexts and some lake and mountain contexts lag behind. However, the presence of pioneers in every segment also shows that context is not destiny. Design choices and strategic priorities can significantly change how sustainability and place are activated in communication.

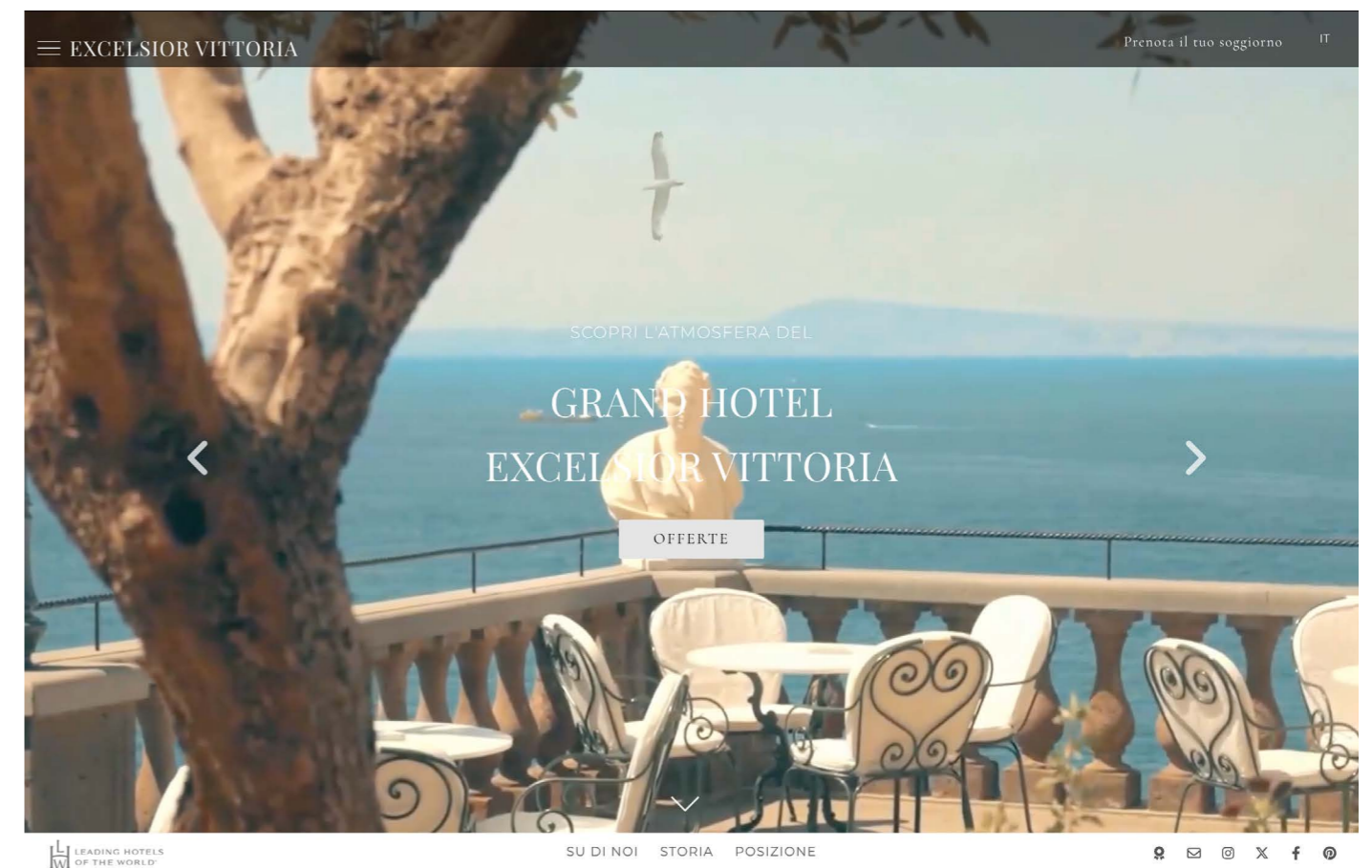
Figure 23: Palazzo Parigi, Milano



5.1 / Q1 Use Case

The use case selected as representative of Quadrant 1 is the Grand Hotel Excelsior Vittoria, based on the cliffs of Sorrento. This 5-star L property has been managed by the Fiorentino family since 1834. The hotel has hosted Richard Wagner and Oscar Wilde, who enjoyed the same breathtaking views of the Bay of Naples and Mount Vesuvius that are offered to today's guests.

Figure 24: Grand Hotel Excelsior Vittoria website homepage



Energy evidence (5)

40% of the hotel's energy comes from renewable sources, with a stated commitment to increase this share in the coming years. The property has held ISO 14001 (environmental) certification for many years and ISO 9001 (quality), both issued by DNV, supporting a structured management system. It uses heat pumps for heating, cooling, and hot water, together with a control system that automatically adjusts temperature when the guest is not in the room. A project is also in place to convert all common areas and back-of-house spaces to LED lighting. Michelin highlights the use of renewable energy, energy-saving heating and cooling systems, and efficient lighting, as well as electric vehicle charging stations.

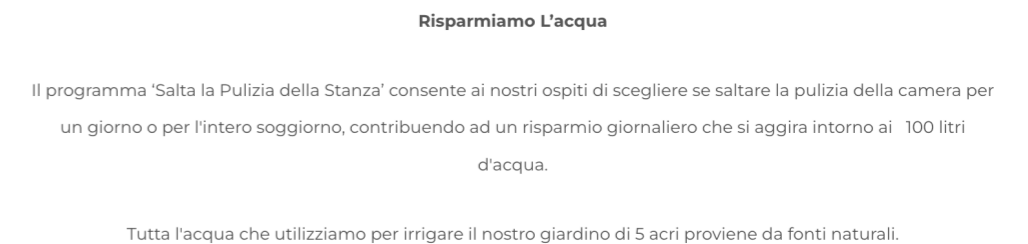
Figure 25: Grand Hotel Excelsior Vittoria website energy evidence



Water evidence (4)

They describe a "Skip Room Cleaning" programme, where guests can opt out of daily housekeeping, with an estimated saving of about 100 litres of water per day. All the water used to irrigate the 5-acre park comes from natural sources. The Michelin listing notes that the hotel measures and reduces water waste, supporting the idea of a monitored approach to water management.

Figure 26: Grand Hotel Excelsior Vittoria website water evidence



Waste evidence (4)

Path towards a plastic-free hotel: elimination of plastic bottles, non-plastic straws, biodegradable key cards, recyclable paper bags, and the replacement of printed or plastic directories, menus, and guest information with in-room tablets. The hotel also runs a recycling programme that gives materials a "second life", for example old bathrobes turned into pool bags for guests. A structured waste disposal plan is in place, with separate collection for glass, organic waste, and plastic, and specific procedures for hazardous waste, used oils, batteries, toner cartridges, light bulbs, and similar items. According to Michelin, the restaurant composts food waste and reduces food waste.

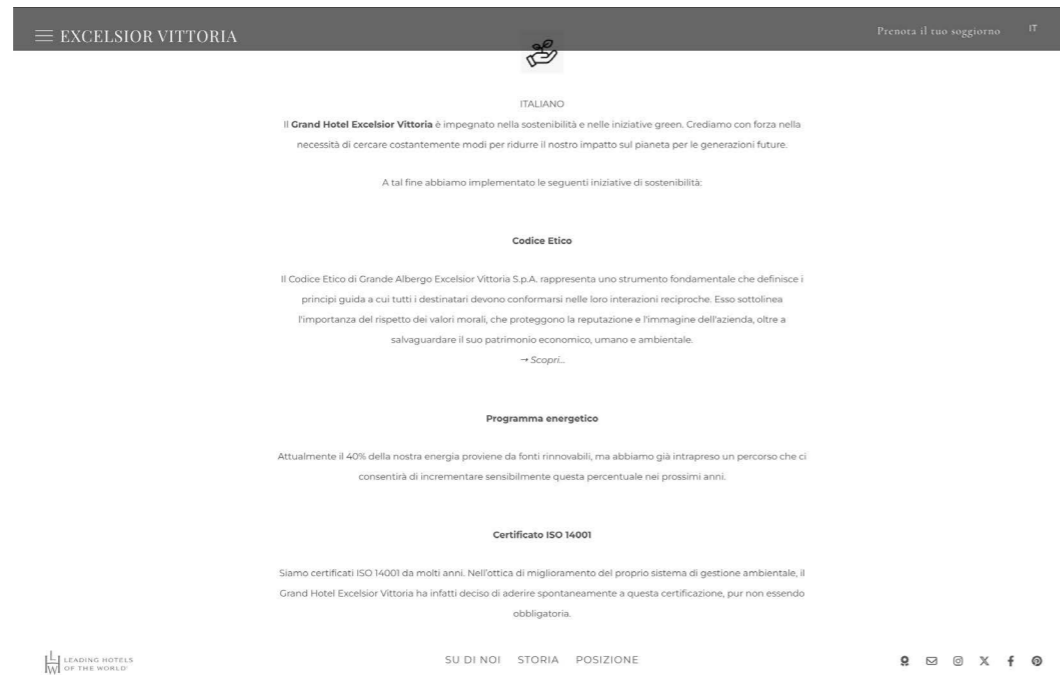
Figure 27: Grand Hotel Excelsior Vittoria website waste evidence



Governance evidence (5)

A formalised Code of Ethics, as part of the Organisational Model 231, was approved by the Board of Directors in 2024. It includes principles of legality, transparency, environmental protection, human rights, risk management, and an internal control system. It also includes whistleblowing procedures published on the website. ISO 14001 and ISO 9001 certifications, together with the GBAC STAR certification for cleaning and maintenance protocols, support a standardised management approach verified by third parties. The property is owned by Grande Albergo Excelsior Vittoria S.p.A., controlled by the Fiorentino family (fifth generation), with mission and values explicitly stated in the Code of Ethics and strong continuity through family governance.

Figure 28: Grand Hotel Excelsior Vittoria website governance evidence



Local economy evidence (3)

The food and beverage offer (Terrazza Bosquet, Terrazza Vittoria, Orangerie) highlights products from local farms, regional olive oils, and Italian wines, with seasonal menus and a strong focus on Campanian and Mediterranean traditions. Michelin notes that the hotel grows organic produce on site, uses ingredients from local farms, offers wines from organic or biodynamic vineyards, and sources from local businesses. Michelin's sustainability notes also report that the hotel hires local staff with fair pay and career progression, actively supports local community needs, and offers volunteering opportunities to staff and guests.

Figure 29: Grand Hotel Excelsior Vittoria website local economy evidence



Heritage (5)

The website dedicates significant space to the hotel's history. It was built between 1834 and 1882 on the site of what is believed to have been Augustus' villa. It also tells the story of its role in the Grand Tour and of famous guests such as Wagner, Caruso, Pavarotti, and others, presenting the hotel as an integral part of Sorrento's cultural heritage. The "At a glance" page describes the Grand Hotel Excelsior Vittoria as "a focal point of the city for art, culture, and gastronomy" and "the most prestigious jewel of the Neapolitan Riviera", explicitly anchoring it to the Gulf landscape and the Amalfi Coast. The Sorrento Experience programme offers activities that showcase local heritage, such as visits to a limoncello factory, archaeological tours to Pompeii, Paestum, Ravello, and Amalfi, with private guides and storytelling about local culture and history.

Figure 30: Grand Hotel Excelsior Vittoria website heritage



Experiential value (5)

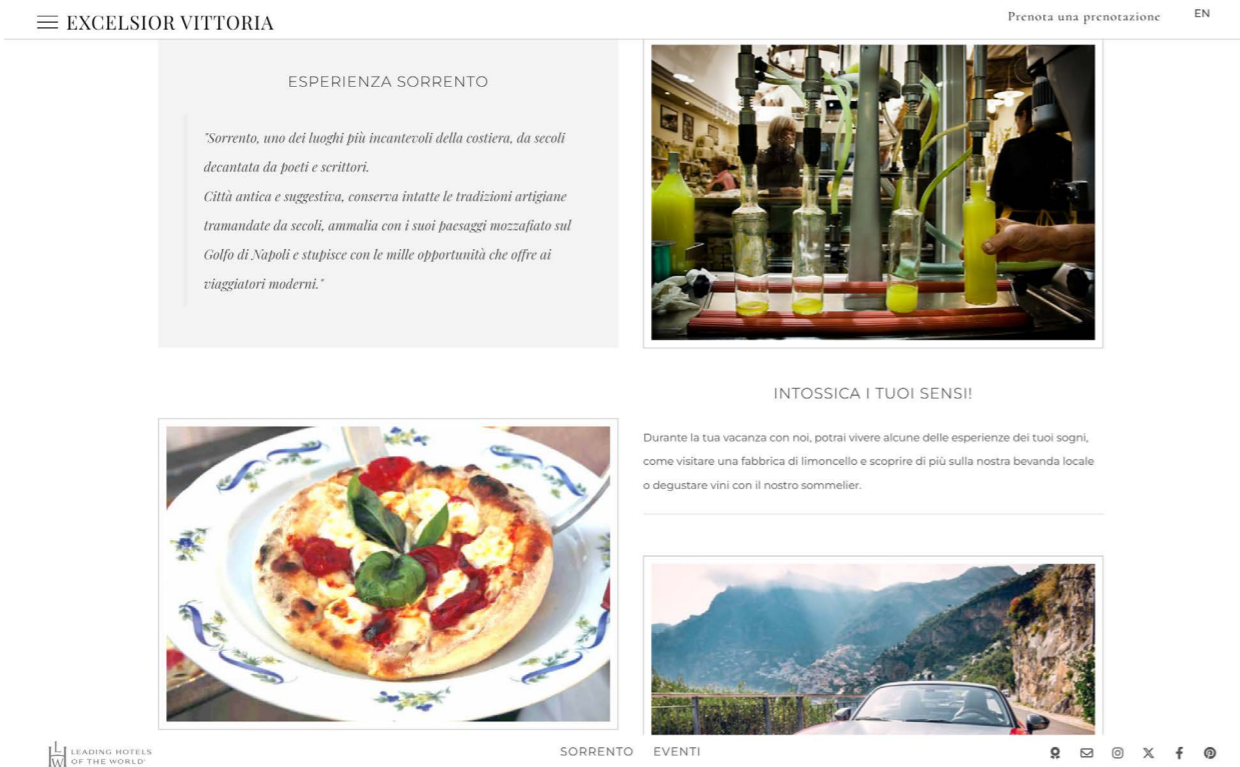
The Excelsior Experience and Sorrento Experience section structures a portfolio of experiences:

- “Intoxicate your senses”: visit to a limoncello factory and a wine tasting with the sommelier.
- “Savoury Sensations”: Neapolitan pizza classes and Michelin-inspired dishes with the chef.
- “Magical Mosaics”: cultural and archaeological tours to Pompeii, Paestum, Ravello, and Amalfi.
- “Set Sail”: boat trips or a private yacht experience on the “Vittoria” along the coast and towards Capri.

Throughout the year, the “Be Excelsior Vittoria” format offers cultural, culinary, and celebratory events for guests, strengthening the experiential and community dimension.

Forbes and other sources highlight the breadth of these offerings as a key element of the stay, with the concierge playing a central role in co-designing experiences (Ferrari tours, yacht trips, cooking classes, and more).

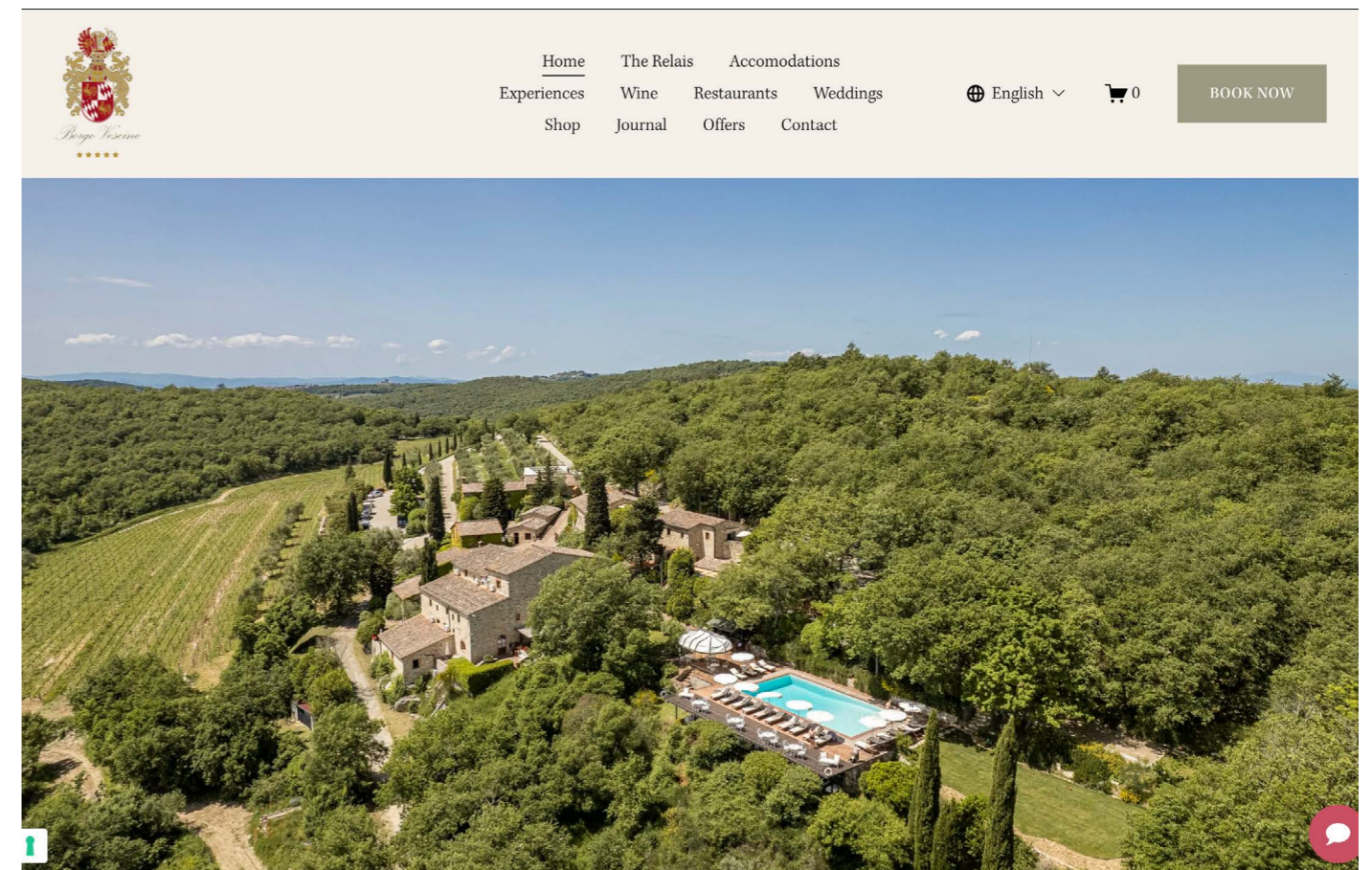
Figure 31: Grand Hotel Excelsior Vittoria website experiential value



5.2 / Q2 Use Case

The Quadrant 2 use case is Borgo Vescine, a 5-star property. Borgo Vescine, once a Lombard fortress later transformed into a charming rural hamlet, was lovingly restored by Lucia Paladin. Her goal was to bring back the beauty, simplicity, and quality of rural life. Set on a lush hillside at 600 metres above sea level, overlooking Radda in Chianti, the borgo offers breathtaking views over olive groves and vineyards, part of a UNESCO World Heritage landscape.

Figure 32: Borgo Vescine website homepage



Energy evidence (2)

In the room descriptions, the minibar is described as designed to reduce energy consumption. An electric vehicle charging station is listed among the hotel's services. However, no renewable energy sources or quantitative efficiency targets are mentioned.

Figure 33: Borgo Vescine website energy evidence



Water evidence (2)

There are no pages dedicated to water resource management. The only indirect reference is the use of glass bottles refilled daily in the room, rather than plastic.

Waste evidence (3)

Across all room types, the website clearly states that single-use plastic amenities have been eliminated. Bathroom products are provided in recycled packaging or presented without single-use plastics. A glass water bottle is also offered during turndown service to reduce disposable packaging. However, there is no mention of separate waste collection or broader waste-reduction targets.

Governance evidence (2)

The website presents sustainability mainly as a value-based commitment, for example "commitment to sustainable practices in wine production and gardening" and "organic agriculture". It does not mention a code of ethics, ESG reporting, or formal environmental certifications.

Figure 34: Borgo Vescine website governance evidence



Local economy evidence (4)

There is a strong emphasis on organic farming and an internal supply chain. The borgo highlights organic vineyards, a vegetable garden, an orchard, olive groves, saffron, and other crops used in its kitchen. Bathroom products and the courtesy set are made in Tuscany and described as "locally made". Furnishings are custom-designed and produced by local artisans. The farm-to-table philosophy is consistently communicated across both experiences and food and beverage.

Figure 35: Borgo Vescine website local economy evidence



Heritage (4)

The borgo is presented as a former Lombard fortress that later became a rural village, restored while preserving historic architecture and materials. Each room category tells the original use of the spaces, such as herb-drying rooms, granaries, and wine-making areas. The website and the "Journal" content strongly connect the experience to the Chianti Classico landscape, nearby medieval villages, and the traditions of olive oil and saffron.

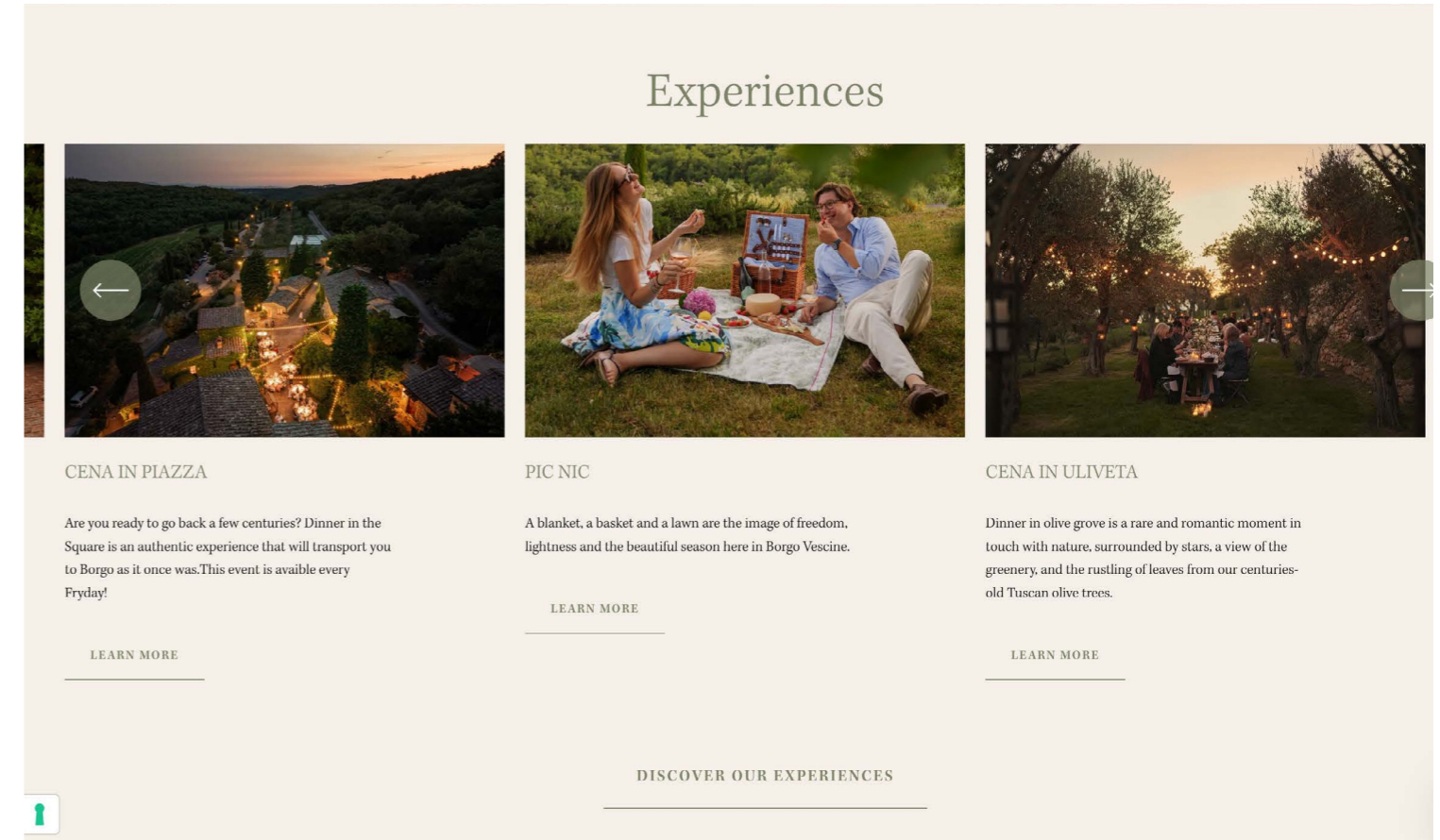
Figure 36: Borgo Vescine website heritage



Experiential value (5)

The "On-site activities" section is very rich. It includes farm-to-table cooking classes, where guests choose ingredients in the vegetable garden and then cook them, the "Dinner in the Piazza" inspired by a Tuscan market, a dinner among century-old olive trees, olive harvesting, truffle hunting, picnics, yoga in nature, and trekking across the property's 42 hectares. Editorial content in the "Journal" explains local history, crops, nearby villages, and Vespa routes, adding a narrative and educational layer to the experiences.

Figure 37: Borgo Vescine website experiential value



5.3 / Q3 Use Case

The use case selected for Quadrant 3 is Grand Hotel Fasano. This 5-star luxury property is set above the picturesque Lake Garda and surrounded by a 12,000-square-metre park. Once a grand residence used as a hunting retreat by the Austrian royal family, Grand Hotel Fasano is now run by a hotelier family and offers an oasis for travellers seeking an exotic atmosphere

Figure 38: Grand Hotel Fasano website homepage



Energy evidence (4)

The Quadrant 3 use case is the Grand Hotel Fasano. This 5-star L property is set on the picturesque shores of Lake Garda and surrounded by a 12,000 square metre park. Once an elegant residence used as a hunting retreat by the Austrian royal family, the Grand Hotel Fasano, managed by a hotelier family, is now an oasis for travellers seeking an exotic atmosphere.

Figure 39: Grand Hotel Fasano website energy evidence



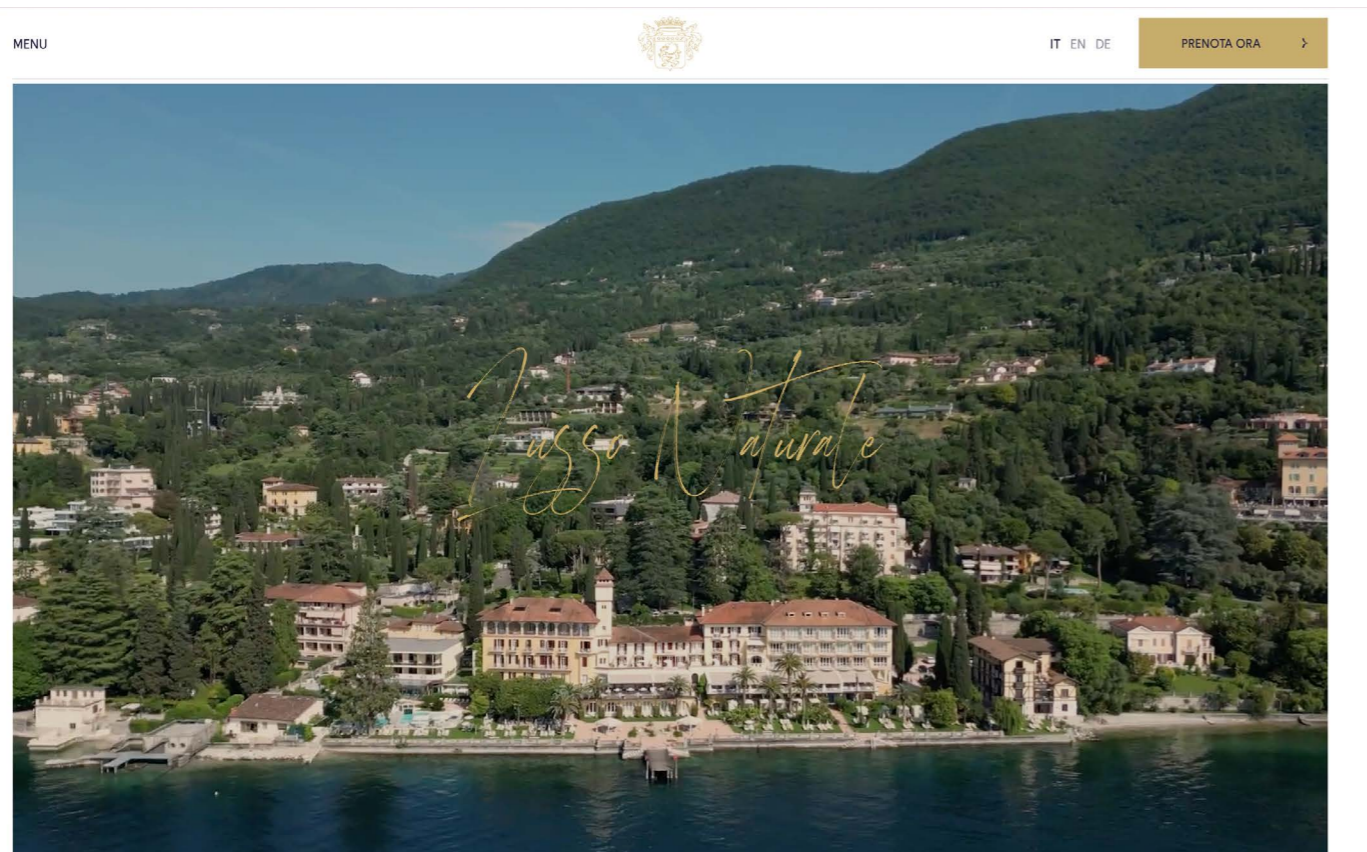
Water evidence (1)

The website does not provide specific information on water saving measures, such as flow reducers, reuse, laundry management, or pool operations, and it does not mention quantitative targets.

Waste evidence (2)

The Sustainability page highlights a “natural luxury” philosophy, focusing on natural materials and Ave-da products with an environmental focus. However, it does not describe detailed policies on separate waste collection, plastic reduction, or food waste. An external profile about the hotel briefly mentions “energy conservation measures” and “separation of waste for recycling”, as well as organic toiletries and locally sourced food, but without data or detailed procedures.

Figure 40: Grand Hotel Fasano website waste evidence



Governance evidence (2)

The Sustainability section works as a true environmental manifesto, but the hotel does not publish a formal ESG report and does not show third-party certifications. The main concrete element mentioned is the agreement with the energy provider A2A.

Local economy evidence (4)

The gastronomic offer, for example at Il Fagiano Restaurant, focuses on reinterpreting traditional Italian flavours and blending Lake Garda traditions with Mediterranean cuisine, with an emphasis on high-quality Italian products. Among the experiences, “Discovering Lake Garda wine and olive oil” takes guests to local producers, generating direct flows towards wineries and olive oil mills in the area. External sources also mention the use of fresh, locally sourced ingredients as a distinctive feature of the food and beverage offer.

Figure 41: Grand Hotel Fasano website local economy evidence

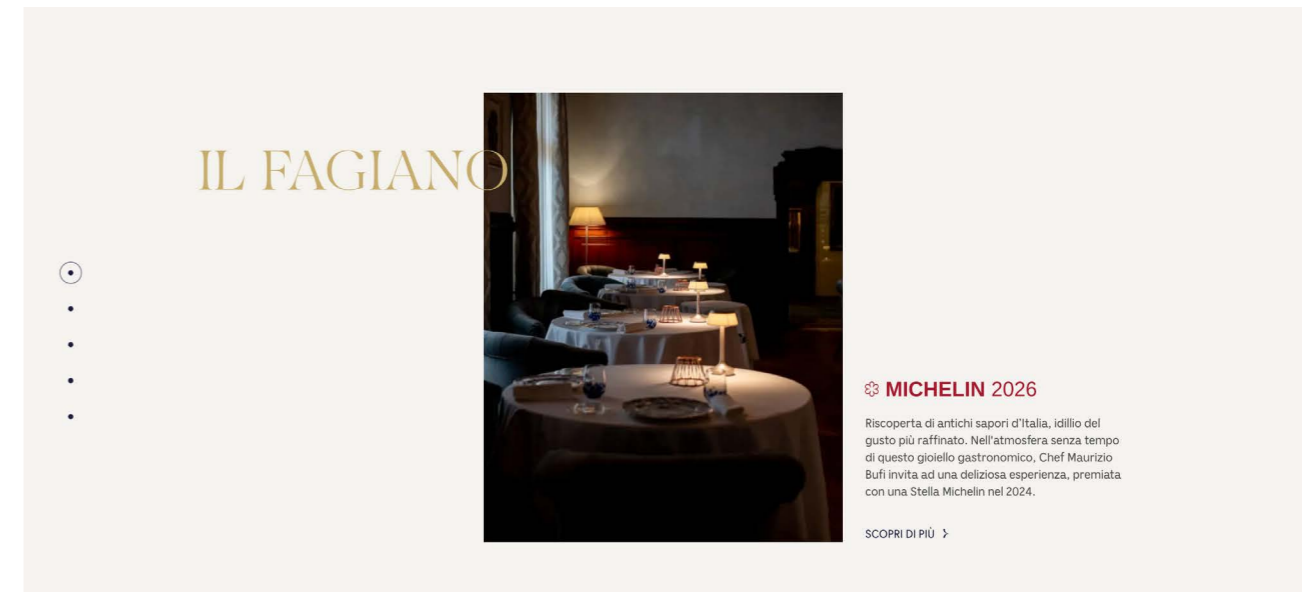
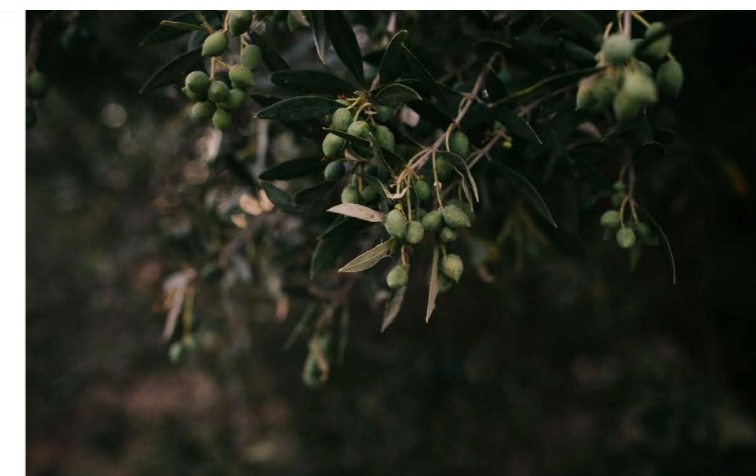


Figure 42: Grand Hotel Fasano website local economy evidence



DETTAGLI

- Tour organizzato
- Visita di produttori locali
- Light lunch in cantina
- Durata: 4-6h

Nel cuore della Valtènesi, Gardone Riviera si adagia lungo le rive meridionali del Lago di Garda, in un angolo di mondo dove Madre Natura crea ancora tesori inestimabili. Qui, tra colline e acque placide, nascono pregiati vini e oli d'oliva. Un viaggio indimenticabile tra i sapori autentici di questa regione. Partendo dal Grand Hotel, un transfer privato vi condurrà attraverso paesaggi incantevoli verso tre tappe d'eccellenza. La prima sosta sarà presso l'azienda agricola Costaripa, dove i segreti della vinificazione si svelano tra filari baciati dal sole. Il viaggio proseguirà all'Oleificio Tosoni, dove l'oro della Valtènesi vi racconterà storie di pura passione. L'ultima tappa vi condurrà alla corte di Conti Thun, dove sarete accolti per uno spuntino circondati da vigneti e oliveti che parlano di generazioni passate.

Heritage (3)

The website tells the story of the neoclassical building in detail. It was built in 1888 as a hunting residence for the Austrian imperial family, expanded in 1903, restored after the wars, and recognised in 1989 as part of Italy's National Heritage. The narrative also focuses on the historic lakeside garden and the landscape of Benaco, described as a "more intimate view of the lake", with references to notable guests such as D'Annunzio, Heyse, and Klimt, anchoring the hotel to Lake Garda's cultural and scenic heritage.

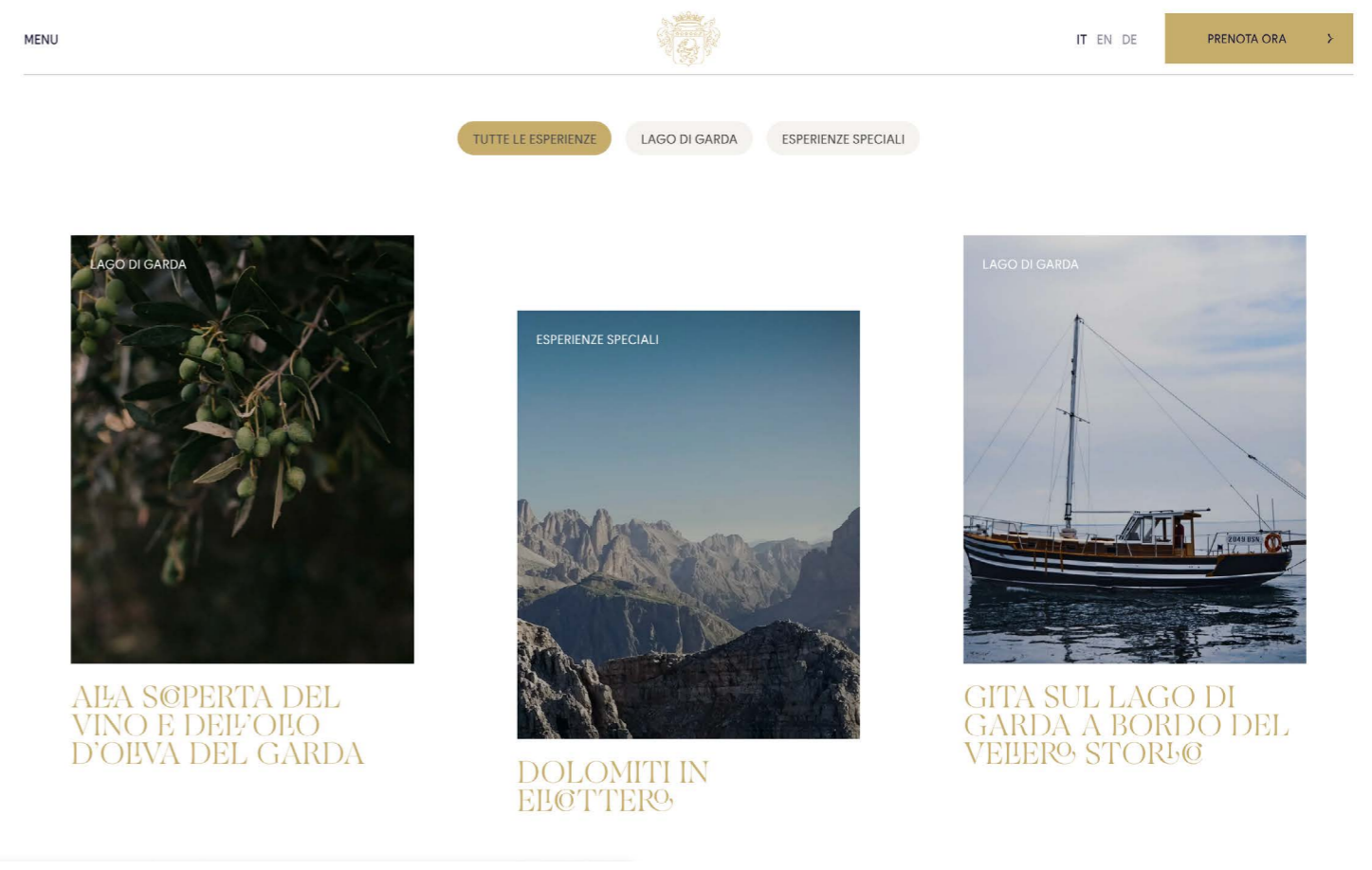
Figure 43: Grand Hotel Fasano website heritage



Experiential value (4)

The "Experiences" section offers themed proposals around Lake Garda and "special experiences", such as local wine and olive oil tours, a lake trip on a historic sailing boat or on a Riva speedboat, water sports, excursions, a dinner on board the sailing boat, and FIAT Topolino DolceVita rental. The experiences are curated as discovery itineraries, spanning food and wine, the lake, and even the Dolomites by helicopter. However, the educational dimension on environmental sustainability remains implicit. The explicit focus is on luxury, landscape, and lifestyle, rather than on "green" behaviours.

Figure 44: Grand Hotel Fasano website experiential value



5.4 / Q4 Use Case

Finally, the Quadrant 4 use case is Magna Pars Hotel à Parfum, a 5-star property in central Milan. The Martone family's love for perfumes, art, and hospitality led them to create, inside a former perfume factory, the first Hotel à Parfum. It is presented as a distillation of Italian excellence, designed to offer a unique, multi-sensory experience.

Figure 45: Magna Pars Hotel à Parfum website homepage

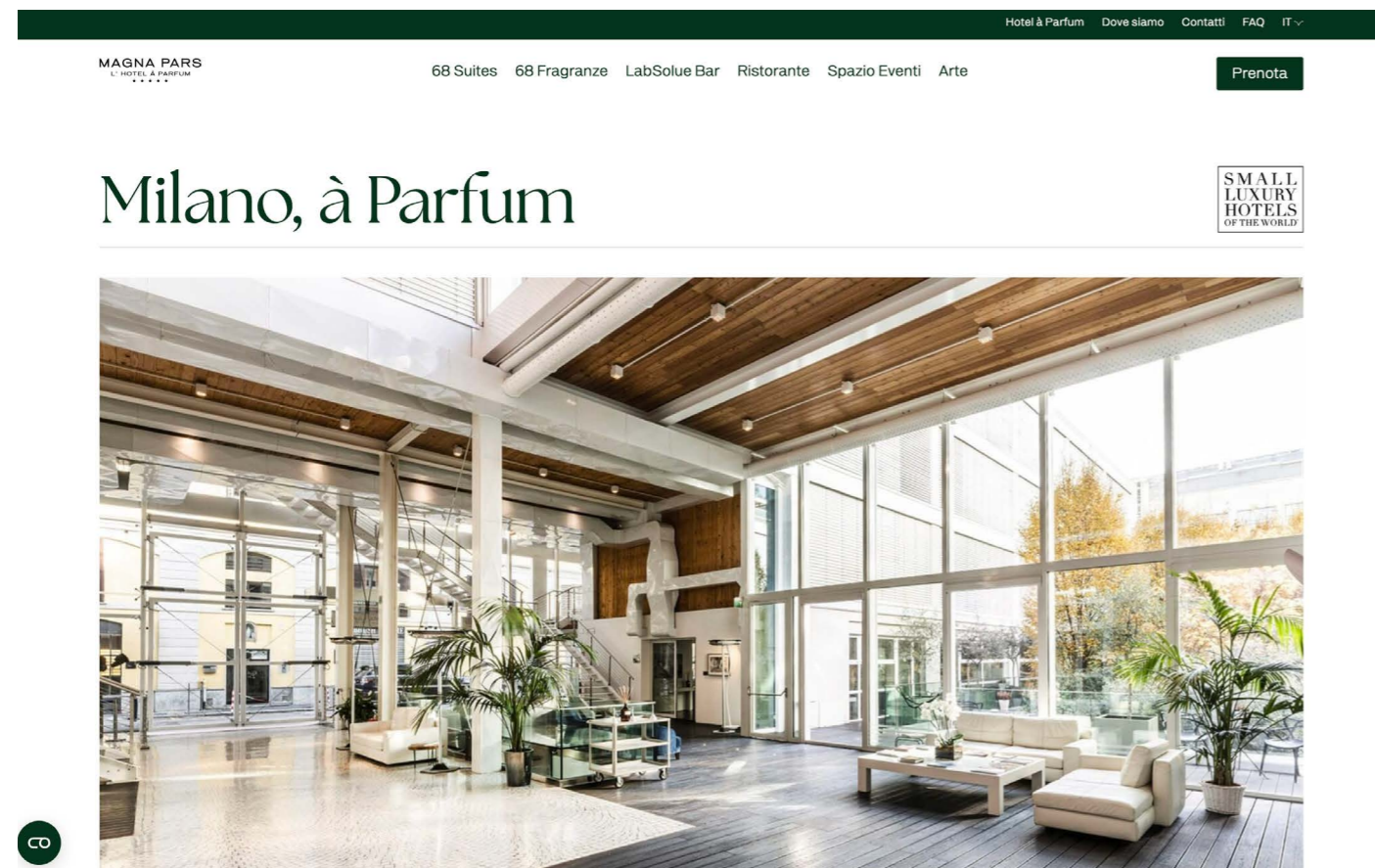


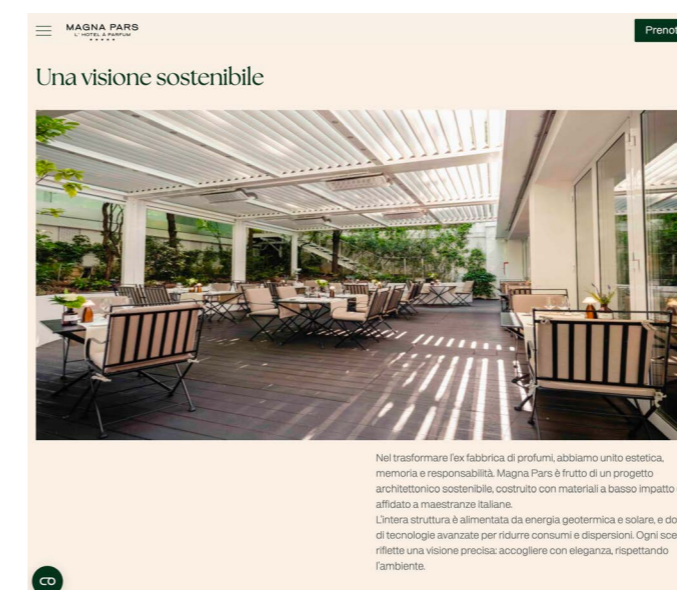
Figure 46: Magna Pars Hotel à Parfum website energy evidence



Energy evidence (4)

The hotel holds the DCA ESG Sustainable certification by Dream&Charme, linked in the website footer. This certification assesses more than 1,200 parameters, including energy performance and technical systems management. Technical sources describe the building as NZEB, with an A4 energy rating, featuring a geothermal system that uses groundwater from the Navigli area for heating and cooling, and photovoltaic panels to generate renewable energy.

Figure 47: Magna Pars Hotel à Parfum website water evidence



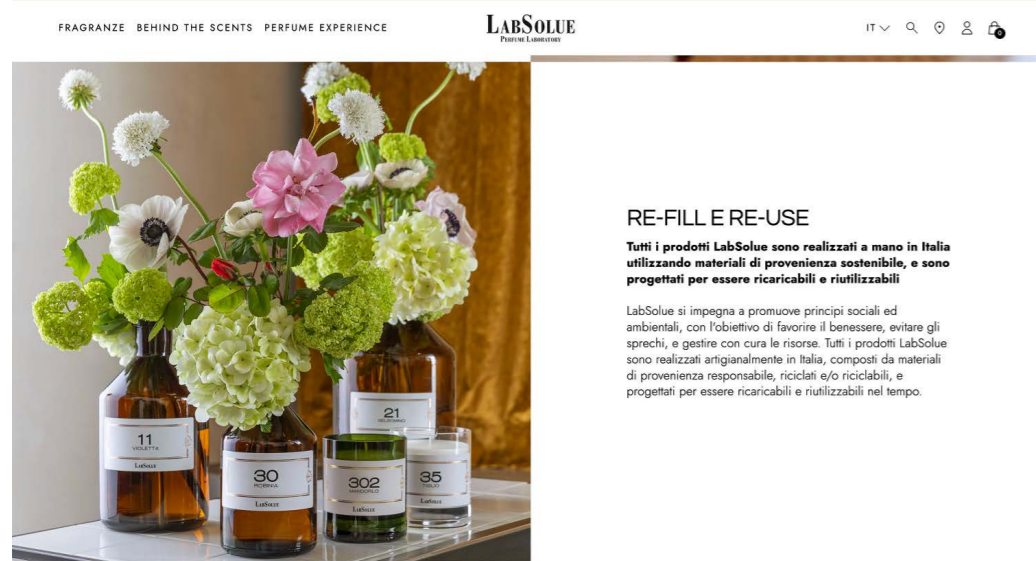
Water evidence (1).

The geothermal system uses groundwater as an energy carrier, reducing the need for other energy sources, but the website does not provide quantitative details on water savings or reuse. There are no dedicated sections on specific policies such as flow reducers, rainwater collection, or guest-facing "save the planet" programmes. As a result, the evidence on direct water management is limited and mostly indirect.

Waste evidence (3)

The perfume concept is built around “refill and reuse”, with refillable LabSolue bottles designed to be reused, for example as flower vases. The hotel also promotes creative reuse of laboratory tools, such as beakers and pipettes, in the restaurant, reducing waste and the need for new purchases.

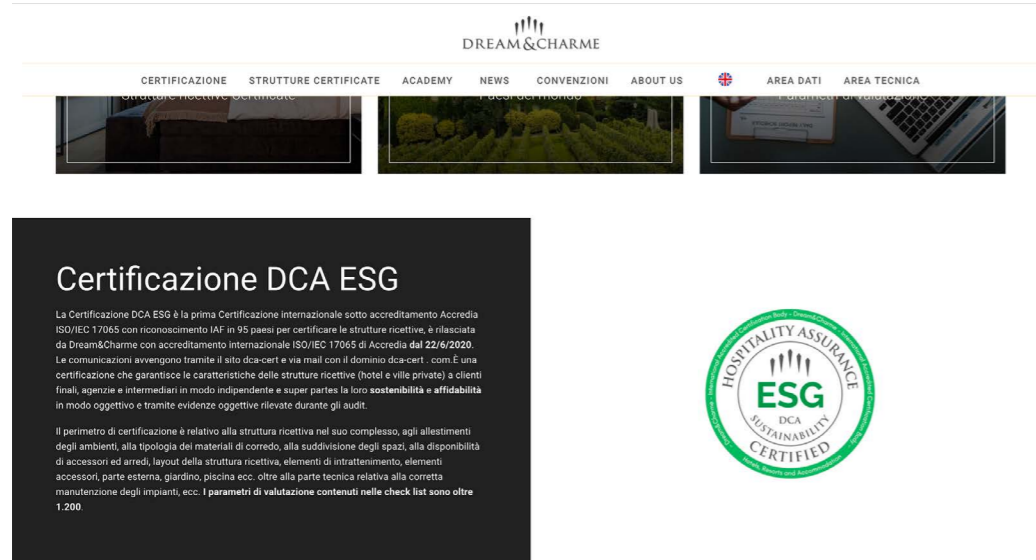
Figure 48: Magna Pars Hotel à Parfum website waste value



Governance evidence (4).

The DCA ESG certification, accessible via a link in the website footer, is a third-party certification accredited under ISO/IEC 17065. It provides a structured assessment of the property’s sustainability, covering areas such as technical systems, materials, layout, and maintenance, and it supports the presence of a formalised ESG governance framework. The official website includes standard references such as privacy and cookie policies and presents the hotel as a coherent project curated by the Martone family, showing continuity through family governance. However, it does not currently publish a downloadable sustainability report.

Figure 49: Magna Pars Hotel à Parfum website governance value



Local economy evidence (3)

Magna Pars is presented as a “distillation of Italian excellence”. Its architecture and interiors use low-impact Italian materials and designs by local producers and artisans, in continuity with the Martone family’s perfume-making tradition. The restaurant Da Noi In offers an author-style cuisine strongly connected to high-quality Italian ingredients, and several articles highlight the use of local and organic ingredients, with attention to supply chains.

Figure 50: Magna Pars Hotel à Parfum website local economy evidence

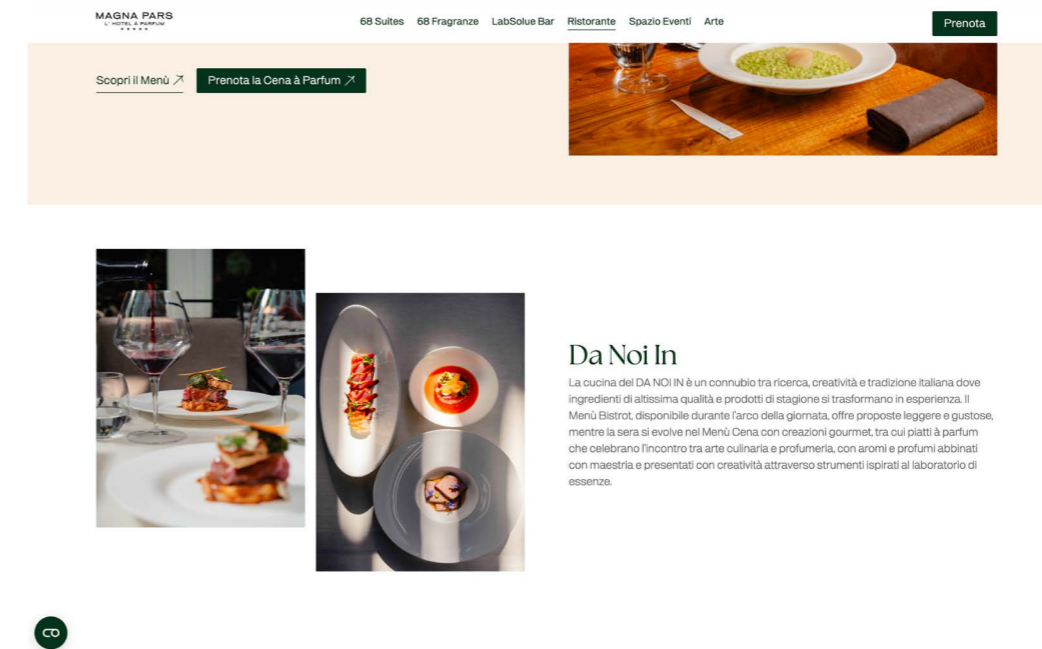


Figure 51: Magna Pars Hotel à Parfum website heritage



Heritage (4)

The hotel was created through the adaptive reuse of the historic Marvin perfume factory and builds a strong narrative around Italian artisanal perfumery and the industrial memory of the Zona Tortona district. It preserves the original architecture and reinterprets it in a contemporary way. The project integrates internal gardens and a rooftop olive grove, with plant species selected for their connection to perfume raw materials, such as bergamot, jasmine, and aromatic herbs. This turns the green areas into an “olfactory landscape” that is explained and narrated to guests. Through the “Art” section and the Magna Pars Art Gallery, the hotel presents itself as a distributed museum dedicated to the site’s history and perfume culture, also open to the city. However, it tends to focus this heritage mainly within the property itself, rather than through thematic itineraries in the surrounding area.

5.5 / Synthesis of Findings

Experiential value (5)

The entire concept is designed as an immersive olfactory experience. It includes an olfactory check-in, aromatherapy massages, an “olfactory aperitivo”, a Menù à Parfum, and guided scent journeys led by LabSolue. Each suite has a dedicated fragrance, an artwork, and a book focused on the related raw material. The Library Hall and the perfume lab provide books and educational content on perfumery, allowing guests to explore both the history and the technique behind fragrances. The project is described as a “cultural, architectural, and sensory project”.

Magna Pars also takes part in initiatives such as Dialogo nel Buio at the Istituto dei Ciechi di Milano, bringing LabSolue fragrances into a multisensory educational experience. It also supports bee-protection projects through dedicated cocktails and donations linked to each purchase.

MAGNA PARS
L'HOTEL À PARFUM

Prenota

Magna Pars invita i sensi all'esplorazione delle fragranze, create ed espone nel laboratorio di profumeria artistica LabSolue. Qui puoi trovare il profumo della tua suite o selezionare l'essenza preferita tra ingredienti e materie prime.

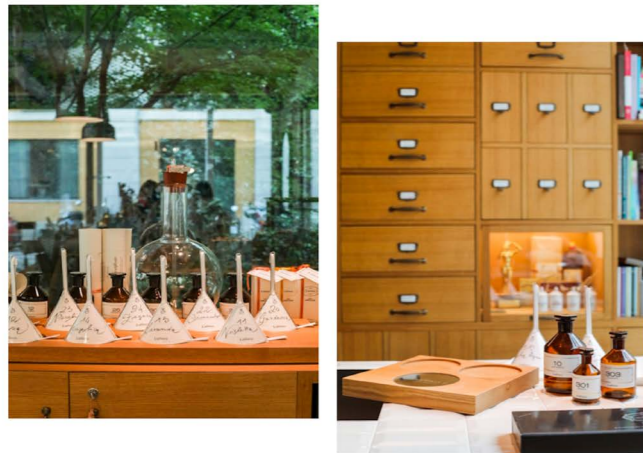


Figure 52: Magna Pars Hotel à Parfum website experiential value

Il Profumo come esperienza

Il Perfume Laboratory è un luogo dove inebriarsi di emozioni curiosando tra ingredienti ed oli essenziali, dove ritrovare il profumo della propria Suite o selezionare, accompagnati da un'esperta LabTender, l'Essenza preferita cercando nella propria memoria olfattiva quel particolare profumo, quel ricordo personale e farlo proprio, racchiuso in un Eau de Parfum, in un Corno d'Ambiente o in una Candela Profumata.

Overall, proof and credibility are fairly strong. There are signs of external validation, such as references and certifications, but not all sustainability dimensions are documented consistently across the digital touchpoints. The tone of voice fits luxury codes. The main opportunity is to translate the more “institutional” content into clear service signals that communicate comfort and care.

After benchmarking the hotels' communication across the seven parameters and interpreting the results through the matrix, several recurring patterns were identified. The use cases discussed in this chapter helped exemplify these patterns with concrete digital touchpoint evidence. The following section synthesises the main findings emerging from this combined analysis.

The first pattern is the general difficulty of finding sustainability sections on hotel websites, when they exist. Sustainability is often presented only as a label or logo that is poorly integrated into the site and hard to locate. The section is almost never included in the main navigation bar (rooms, restaurants, experiences, and so on), and is instead placed in the footer, which is not very visible at first glance. In addition, the section is often not highlighted through keywords, but shown as a clickable logo, making the interaction less intuitive. The risk is, first, that users do not notice it while browsing the website, and second, that even after finding it, they do not easily access new information beyond a simple logo or pictogram.

A second recurring pattern is the overall lack of communication about the practices that hotels actually implement. In the benchmark, this appears as low scores especially on water, waste, and governance. A clear example is the Grand Hotel Fasano. I had the opportunity to speak with one of the owners, who described several sustainability practices they have in place, but when analysing the website these practices are barely mentioned.

Another pattern is the weak connection between sustainability information and the hotel's broader

narrative. In some hotels, sustainability is communicated through separate technical pages, standalone PDFs, or compliance-style language (standards, protocols, governance), without being connected to the rest of the brand story. The matrix showed that even where environmental communication is strong, sustainability may still remain a “backstage” dimension. It exists, but it is not narratively integrated with experiences, place, or moments of the stay. As a result, guests may perceive it as a bureaucratic layer aimed at external stakeholders such as investors, certification bodies, or corporate clients, rather than as something that improves the quality of the stay. In these cases, sustainability is clear mainly to people who already know how to interpret this type of signal, but it remains less accessible to a wider audience.

Another important point concerns information quality. Sustainability communication is often based on generic claims, without certifications or even simple evidence. This makes it harder for guests to understand what the hotel actually does, where it happens, and how it affects the stay. Sustainability becomes a “side note” that does not shape expectations or choices, and therefore is not internalised as part of the value proposition. The risk is that guests classify the message as marketing or as “soft” greenwashing. Even when practices may be real, the lack of proof prevents trust from building. The benchmark showed that credibility increases when digital touchpoints include at least one of the following elements: references to verifiable standards or certifications, specific descriptions of actions (for example systems, material choices, or processes).

The final factor that reduces information quality is the lack of translation into touchpoints during the stay. Sustainability remains an abstract concept if it is not linked to concrete moments in the customer journey (pre-arrival, in-room, dining, concierge, check-out). For example, a generic statement like “we use recycled paper” could be more effectively translated into “we introduced a fully digital check-in to speed up the process and reduce paper waste.” In other words, guests are guided more clearly in understanding backstage operations and what to expect during the stay. Even if most practices have been in place for years, it is still useful to remind guests, who may be encountering a specific practice for the first time.

Field Research: Hotel 2025 Fiera Bolzano and Interviews

6.1 / Hotel 2025 Fiera Bolzano

Hotel 2025, the international trade fair dedicated to hospitality and food service, held from 13 to 16 October at Fiera Bolzano, made it possible to observe new hospitality trends, the Hotel Sustainability Award 2025, and to connect directly with industry professionals.

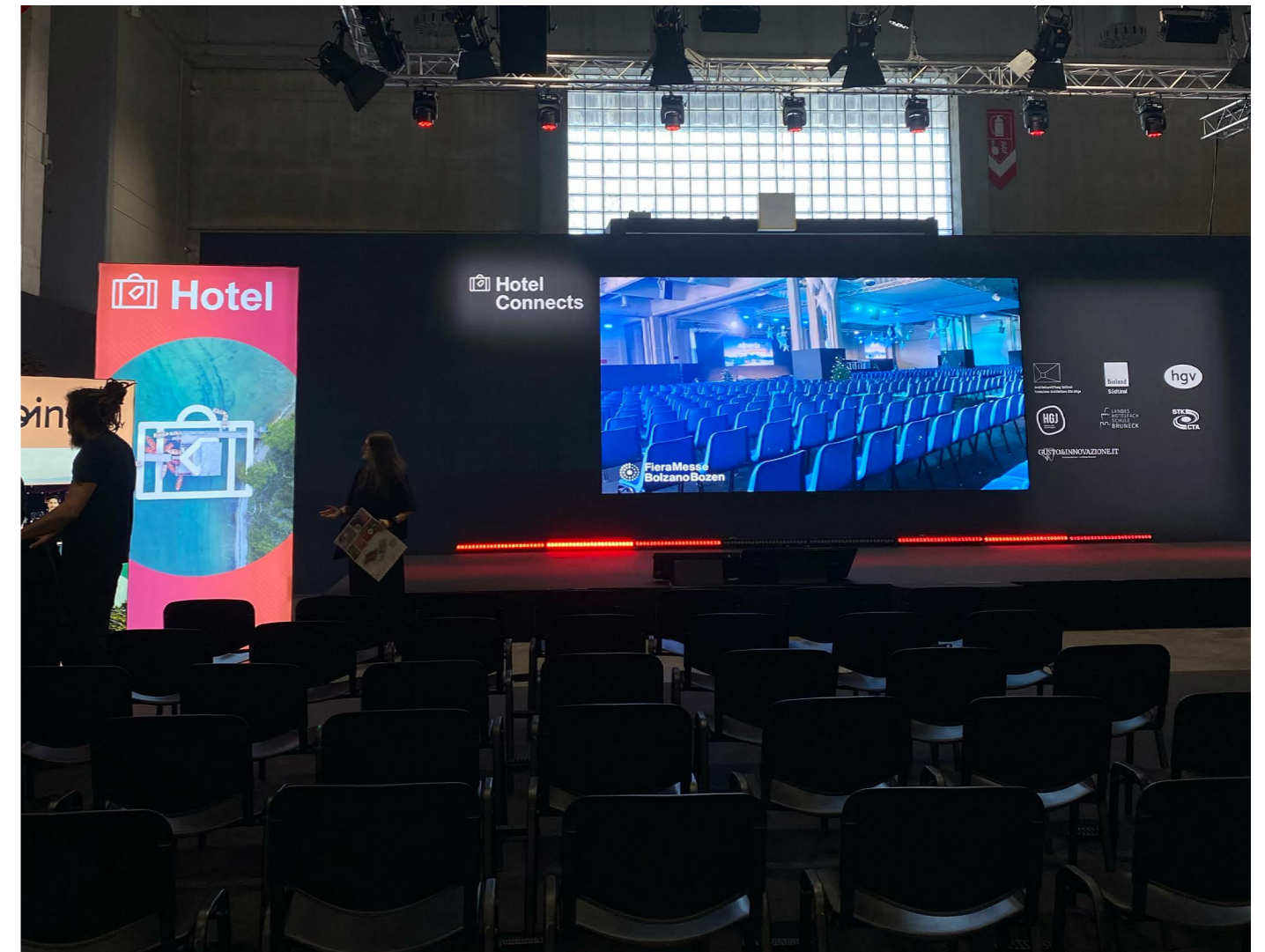


Figure 53: Hotel 2025 Fiera Bolzano (photo by me)

The main themes that emerged in the 2025 edition focused on innovation applied to the guest experience (new hospitality concepts, process and service digitalisation), design quality (architecture and interiors, materials and suppliers), and, above all, sustainability as a competitive lever rather than simple compliance. The focus was not only on “green claims”, but on concrete practices and solutions that can be seen across the entire value chain, from design to daily operations, and including choices related to mobility and food and beverage. However, the fact that many solutions sit across the value chain also reinforces a key communication challenge: much of this work remains ‘backstage’ and therefore invisible to guests, making a deliberate translation into digital and on-stay touchpoints essential. For this reason, Hotel 2025 at Fiera Bolzano was a particularly coherent observation context for the aims of this research.

One interesting moment was the Hotel Sustainability Award, which gave public recognition to products, projects, and companies by rewarding categories linked to impact and implementability (for example architecture and furniture, food and beverage, and mobility). The goal was to make sustainability “measurable” and comparable through clear criteria and concrete cases, avoiding a simple “label effect” disconnected from the guest experience. The Award is not only a celebration, but a signal of how the industry is trying to make sustainability credible: measurable criteria, concrete cases, and real-world implementability. From a brand integrity perspective, the Award highlights a crucial shift: sustainability becomes credible when it is translated into clear, understandable, and verifiable evidence, rather than remaining a generic label.

Figure 54: Hotel 2025 Fiera Bolzano (photo by me)



By talking with professionals, walking through the exhibition stands, and attending the talks, two trends stood out in particular: distributed hospitality and sports tourism. According to professionals, these trends seem to require richer and clearer content already in the customer journey's phases such as awareness, consideration and intent where guests get to see itineraries, mobility, accessibility, policies and services.

The first trend is the decentralisation of tourism supply. A recent study by the Ministry of Tourism found that international tourists visit only 4% of Italian territory (Redazione, 2025). While major cities such as Milan, Rome, and Florence continue to attract business tourism thanks to their wide offer, smaller cities often remain off the radar. This is partly because many provinces currently lack accommodation facilities that can guarantee hospitality standards aligned with international expectations. However, these "smaller cities" have always been the beating heart of Italy's productive system, including fashion, automotive, design, and food production. Promoting high-quality hospitality beyond major hubs can also help reduce pressure on overcrowded destinations, support a more balanced distribution of visitor flows, strengthen Italy's global competitiveness, and benefit local economies. This trend is beginning to emerge, as leisure tourism in these secondary cities is steadily growing (Il Giornale del Turismo, 2025). In this sense, decentralisation can also reposition luxury, not only as proximity to iconic cities, but as rarity, authenticity, and privileged access to less saturated territories. Moreover provided that, this proposition is made desirable through a coherent narrative aligned with luxury codes.

The second emerging trend is the strong growth of sports tourism. People now travel for sport as well. Sports tourism is currently one of the fastest-growing segments in the global travel industry. Italy is increasingly positioned as a destination that attracts major sporting events, starting with the upcoming Milano Cortina 2026 Winter Olympics, as well as initiatives such as the Sport Valley in Emilia-Romagna. Hotels are preparing to welcome mainly international guests, often through partnerships or by outsourcing specific services. Sports tourism also generates highly specific micro-journeys and 'moments of truth', from preparation and equipment logistics to mobility, recovery, nutrition, weather, and safety. If these needs are not communicated clearly, perceived value can quickly collapse or be interpreted as 'renunciation' when services appear missing.

The success of sports tourism is also linked to a growing interest in active, tailor-made itineraries, especially among Millennials and Gen Z. 70% of young adults are willing to travel to attend an event or to enjoy sports experiences (Redazione, 2026). Today, sports tourism is not only an economic driver, but also a catalyst for sustainability and territorial development, leaving an important legacy: more services, greater visibility, and new opportunities for local communities (Redazione, 2026). "The goal is not only to bring people to the event, but to let them experience it through the territory. Becoming partners of communities means creating tourism that respects the environment, values local identity, and generates widespread opportunities." Simone Frigerio, Board Member of Federazione Turismo Organizzato.

Both trends, decentralisation towards secondary

6.1.1 / Fair Trade Insights

cities and the rise of sports tourism, show that the competitiveness of Italian hospitality will increasingly depend on hotels' ability to act as connectors between place and local community. In smaller destinations, hotels should focus their sustainable luxury communication on the value of decentralisation.

Luxury can also mean niche tourism in less crowded places, where properties build value around exclusivity and a strong relationship with the local territory. Sustainable luxury also means encouraging guests to spend time outdoors, practising sport and exploring the area while valuing local identity.

These trends can also amplify the 'service cut' risk: in sports-oriented stays or secondary destinations, certain sustainability-driven choices (reduced services, limitations, stricter policies) may be interpreted as cuts unless they are explicitly framed as value, supporting comfort and performance, or enhancing authenticity and exclusivity. In both cases, communication is essential to explain the value behind the experiences, as in the case of Borgo Vescine.

Hotel 2025 at Fiera Bolzano highlighted that sustainability is increasingly framed as a competitive lever when it is translated into concrete, guest-facing solutions rather than standalone "green" statements. The fair's focus on solutions across the value chain (from design choices and materials to daily operations, mobility, and food and beverage) also reinforced a key communication challenge for luxury hospitality: many high-impact actions remain backstage and are not directly visible to guests, making a deliberate translation into digital and on-stay touchpoints essential.

Fair observations suggest that traditional formats such as generic cards or isolated QR codes are often overlooked unless they are highly contextual and refined, while integrated touchpoints that are already part of the service flow make sustainability cues more legible. In this sense, the Hotel Sustainability Award 2025 functioned as a sector signal of credibility, emphasising impact and implementability through clear criteria and concrete cases, and encouraging proof-based communication over a simple "label effect".

In addition, the event reinforced the role of hotels as connectors of the territory: partnerships and credible place-based experiences are presented as key enablers to link sustainability, local value, and guest desirability. Two trends discussed at the fair (distributed hospitality and sports tourism) suggest the need for richer and clearer communication already in the early customer journey phases (awareness, consideration, intent), where guests evaluate itineraries, accessibility, mobility, policies, and services. These contexts can also amplify the service-cut risk: without clear framing, sustainability-related choices may be interpreted as limitations rather than added value, comfort, or performance.

6.2. / Interviews

The main insights from the interviews, reported in full in the Annex, are summarised below and grouped by thematic areas.

Invisibility of practices and the gap between backend actions and guest perception

A first finding concerns the distance between what creates impact and what guests actually perceive. The most meaningful environmental actions tend to happen “behind the scenes”: supplier choices, supply chain logic, waste reduction in kitchen and laundry, system optimisation, renovation criteria, and material selection. As one interviewee put it, “many of the practices we adopt have a real impact, but they remain ‘invisible’ because they happen upstream, in operational choices” (Grand Hotel Fasano). Another interview confirmed the same dynamic: “many ‘sustainable’ practices already exist, but they remain invisible because they sit inside the operating machine, not in the hospitality ritual” (Palazzo Parigi). At the same time, when these actions are not translated into guest-facing signals, they do not become part of the experience and therefore do not generate perceived value. A concrete example is local sourcing: “we work exclusively with local products... but it often stays ‘behind the scenes’ unless it is communicated in the right way” (Hotel Gardena). This leads to a clear design implication: the challenge is not only to do sustainability, but to design how it enters the hospitality ritual without becoming didactic.

In luxury, sustainability works when it feels like an upgrade, not a sacrifice

All interviews converge on the idea that, in a luxury context, sustainability is accepted and appreciated only if it does not weaken the feeling of abundance, comfort, and care. One interview summarised it clearly: “in luxury, sustainability works when it is not perceived as a lack” (Grand Hotel Fasano).

Figure 55: Hotel 2025 Fiera Bolzano (photo by me)



This means responsible alternatives should be framed as added value, not as reduction. For example, one concierge suggested: “Would you prefer a full daily cleaning, or a more discreet version that gives you more privacy and fewer interruptions?” (Palazzo Parigi). In the same direction, another interview stressed that “a sustainable alternative must be communicated as a value choice, never as a limitation” (Hotel Gardena), linking it to quality, authenticity, wellbeing, and a non-moralising tone. In this framework, practices such as “glass bottles and refill solutions” work well because, as noted in one interview, guests appreciate them “because it is not experienced as a sacrifice” (Grand Hotel Fasano).

Moments of higher receptivity: “natural” choices embedded in the right touchpoints

Guests’ willingness to make small conscious choices depends strongly on when those choices are offered. The interviews suggest that guests are more receptive when they are already making service decisions, meaning when they are in a personalisation mindset. One hotel noted that guests are not receptive “as soon as they enter the room... they are often disoriented” (Grand Hotel Fasano), while the most effective choices “match moments that are already ‘natural’ points of decision” (Grand Hotel Fasano). Housekeeping and linen are a recurring example: “the linen change frequency works because it is read as personalisation... not as a sacrifice” (Grand Hotel Fasano).

ce” (Hotel Gardena). Pre-arrival was also described as high-receptivity because “the guest is building the stay” (Palazzo Parigi), while check-in is delicate and works only if it is “extremely quick and framed as personalisation, not as an ethical topic” (Palazzo Parigi). A design logic emerges: do not add a separate sustainability moment, but insert light options into existing decision points.

Discreet communication and objects or services as choice devices

When sustainability is communicated, the format matters as much as the content. Interviewees stressed that choices feel more legitimate when they sit inside touchpoints that guests already use. As one concierge said, “the most natural format... is a pre-arrival concierge message... with very few ready-made options” (Palazzo Parigi), or “a digital touchpoint that is already ‘legitimised’ by use... such as an in-room tablet” (Palazzo Parigi). Conversely, “a card in the room can be ignored if it looks generic or ‘chain-like’, while a standalone QR code without context is often perceived as marketing or bureaucracy” (Palazzo Parigi). A strong example of an embedded, non-invasive cue was described through an external inspiration: the pine cone solution, because “it is a natural gesture, coherent with the aesthetic, not disposable” (Grand Hotel Fasano). Overall, sustainability communication is perceived as more credible when it is embedded in service design and artefacts, rather than explained.

Mobility and territory: where impact concentrates and where local value is created

A strong point concerns mobility. One interview highlighted that “the biggest part of the guest footprint is not what they do in the hotel, but how they arrive” (Grand Hotel Fasano), mentioning flights and transfers as main drivers. This shifts the focus: while in-hotel micro-choices have symbolic and educa-

tional value, significant reduction also involves communicating mobility options and offering local alternatives, such as “an electric car for local transfers” (Grand Hotel Fasano). In parallel, local supply chains were described as a core sustainability pillar: “we prioritise local products and short supply chains” (Grand Hotel Fasano), and “we work exclusively with local products” (Hotel Gardena). This also connects to experiential value: activities that support a slower, wellbeing-oriented stay (walking, cycling, sport) feel coherent, while some iconic experiences may require careful alternatives to avoid contradictions.

Recap and feedback: elegance, gratitude, and light tracking

Another cross-cutting theme concerns how to provide a summary of choices without sounding judgemental. One interview framed it as “a summary with a grateful tone, not a measurement tone” (Palazzo Parigi), for example: “We noted your preferences... Thank you... If you wish, we can save them for your next visit” (Palazzo Parigi). Another suggested that the goal is not to measure, but “to highlight value” (Hotel Gardena), avoiding numbers or comparisons. A more tangible but still light option was also proposed: a post-stay email with a “per guest” share derived from overall hotel results (Grand Hotel Fasano), so the message stays collaborative without tracking each individual choice. However, true personalisation would require reliable tracking systems and operational processes (Grand Hotel Fasano).

Operations: cross-department consistency, simple options, and staff training

Finally, the interviews clarify where internal friction can emerge. In luxury, the greatest risk is not the choice itself, but service inconsistency. As one concierge explained, “operational risk appears when preferences are not immediately visible to all

Figure 56: Palazzo Parigi, Milano (photo by me)



departments” (Palazzo Parigi), because then “the team needs to repair the experience, which in luxury matters more than the choice itself” (Palazzo Parigi). Another interview reinforced the same point: options must be “simple, intuitive, and well integrated into daily operational flows” (Hotel Gardena), and staff training is essential to avoid slowdowns and inconsistencies across departments (Hotel Gardena).

Figure 57: Palazzo Parigi, Milano (photo by me)



7.1 / Findings Activity 1

This section presents the insights derived from Activity 1 conducted across the three co-design sessions.

The housekeeping area was the one with the highest potential for interaction. The participants preferred to keep autonomy over choices such as the frequency of services, the minibar selection, and the option to take leftovers from meals. They also said that single-use kits should be optional and available on request, since they are not always used.

This would significantly reduce the quantities produced by hotels. Even when these items are made with recycled materials, there is still a risk of overproduction, which can be reduced by not placing them in rooms by default. For the rest, they preferred these actions to be set as hotel defaults, as long as they are communicated clearly and effectively.

In the energy & comfort area, the dominant approach was the “nudge”, defined as an element that can steer people’s behaviour in a predictable way without banning any option or significantly changing their economic incentives (Thaler & Sunstein, 2008). In other words, default settings can discreetly encourage guests to reduce waste without feeling deprived. If these actions were always left as explicit choices, there would be no guarantee that guests would follow the intended practices.

The mobility and engagement areas were strongly oriented towards proactive choices: how to reach the hotel and how to interact with the local social fabric. However, the participants stressed that communication is crucial here, because it strongly

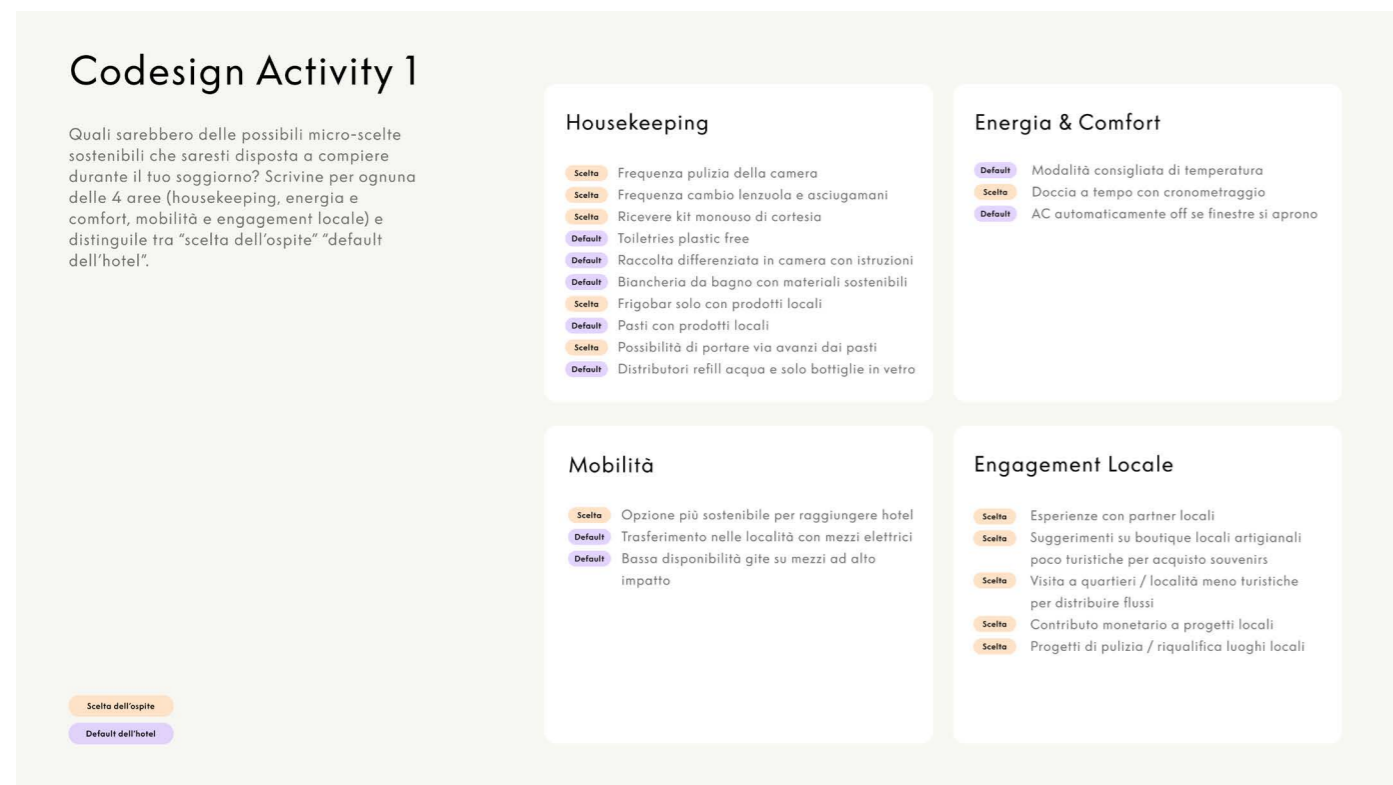
7.2 / Findings Activity 2

influences whether guests actually make more responsible choices.

Overall, for an under-30 traveller, basic sustainability (plastic-free solutions, waste separation) is no longer seen as a “plus”, but as a minimum requirement, similar to hygiene standards. They do not want to have to choose to be sustainable on the basics; they expect a luxury hotel to have already solved these issues upstream. Instead, they placed the frequency of cleaning among the “choices” because, in luxury hospitality, privacy and autonomy over one’s time are essential. They prefer to decide when to “disturb” the room environment (and the staff), experiencing the choice as an act of conscious control rather than as an imposed rule from the hotel.

Here is a synthesis of the sustainable practices participants encountered during their hotel stays, along with those they would like to see introduced. Each practice is also classified as either a guest choice or a hotel default.

Figure 58: Codesign Activity 1



This section presents the insights derived from Activity 2 conducted across the three co-design sessions.

In this phase, the communicative effectiveness of three narratives related to water saving was tested, using the linen change as an example. All three participants selected the best version and classified the other versions in the same way. Overall, participants agreed that all three messages risk being perceived as greenwashing because they do not provide supporting data; however, this risk was perceived differently depending on the communication style.

Version 2 was the most appreciated because it uses an evocative and symbolic language and, most importantly, introduces a small physical ritual: the pinecone placed on the bed as a signal. This approach avoids a moralistic or purely informative tone and turns a potential sacrifice, not changing the sheets every day, into a discreet gesture that fits a nature-inspired imaginary. The participants perceived this as “luxury” because it does not ask for a compromise, but proposes a curated experience, almost poetic, where the guest feels like an active part of it, reducing the perception of greenwashing.

Version 1, instead, was perceived as at high risk of greenwashing: the message may be well intentioned, but it feels too generic or slogan-like, therefore less credible and less connected to the actual experience. Version 3 was judged as too direct: it communicates the reduction of service in a blunt way and can make guests think the hotel is saving costs rather than offering added value. In a high-end con-

7.3 / Findings Activity 3

text, this kind of framing immediately lowers perceived quality because it highlights deprivation, not care.

One clear insight is that the under-30 target is extremely sensitive to aesthetics and storytelling. A natural object and a simple gesture can elevate the action and make it readable as an elegant, intentional choice rather than a “missing service.” At the same time, these participants showed a strong radar for greenwashing and paternalistic tones: when they feel the hotel is trying to persuade them with vague claims or, worse, make them feel guilty to justify a cost-cutting decision, trust drops and, with it, the perception of luxury.

This section presents the insights derived from Activity 3 conducted across the three co-design sessions.

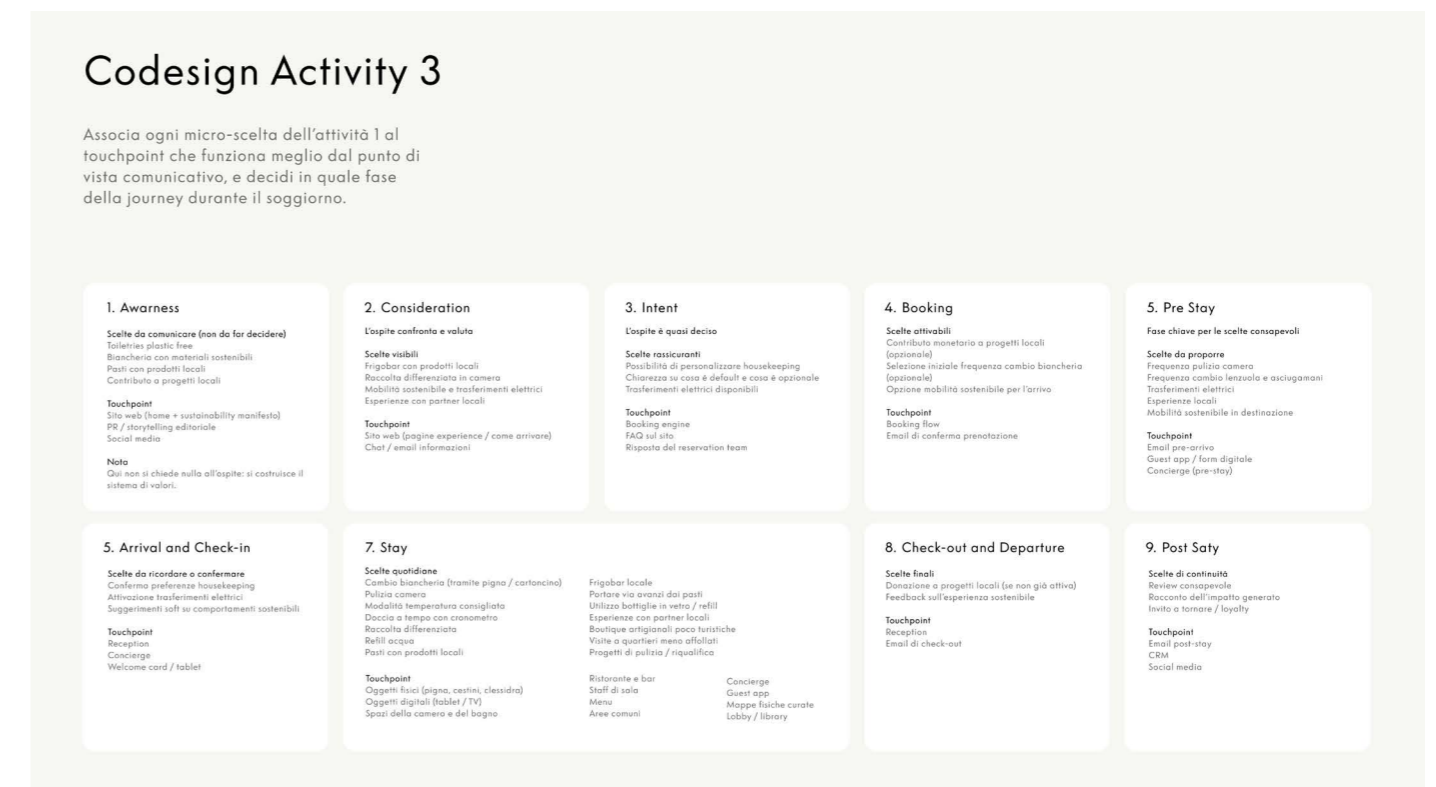
Overall, what emerged is that before the stay it is important to inform and prepare guests; during the stay, the hotel should make the choice simple, elegant, and almost invisible; at the end of the stay, it should reinforce the value of the choices made.

More specifically, in the Awareness and Booking phases, sustainability needs to appear immediately as a core identity value (for example, a clear manifesto on the website) and as a concrete option during booking (such as the possibility to contribute to local projects). The Stay moment is the crucial phase for everyday choices: the touchpoints identified include both physical ones (in-room objects

Figure 59: Codesign Activity 2



Figure 60: Codesign Activity 3



7.4 / Findings Activity 4

such as hourglasses or small cards) and digital ones (the hotel app).

The activity suggested that sustainability communication should not be treated as a one-off message,

but as a continuous thread that runs from pre-stay (a preparation email) to post-stay (a narrative of the impact generated), and that it should be delivered through phygital touchpoints. As “digital natives” who also love the sensory side of luxury, this target looks for a mix: the app supports efficiency, while a physical object in the room gives tactile “substance” to the environmental commitment, differentiating it from simple digital marketing communication.

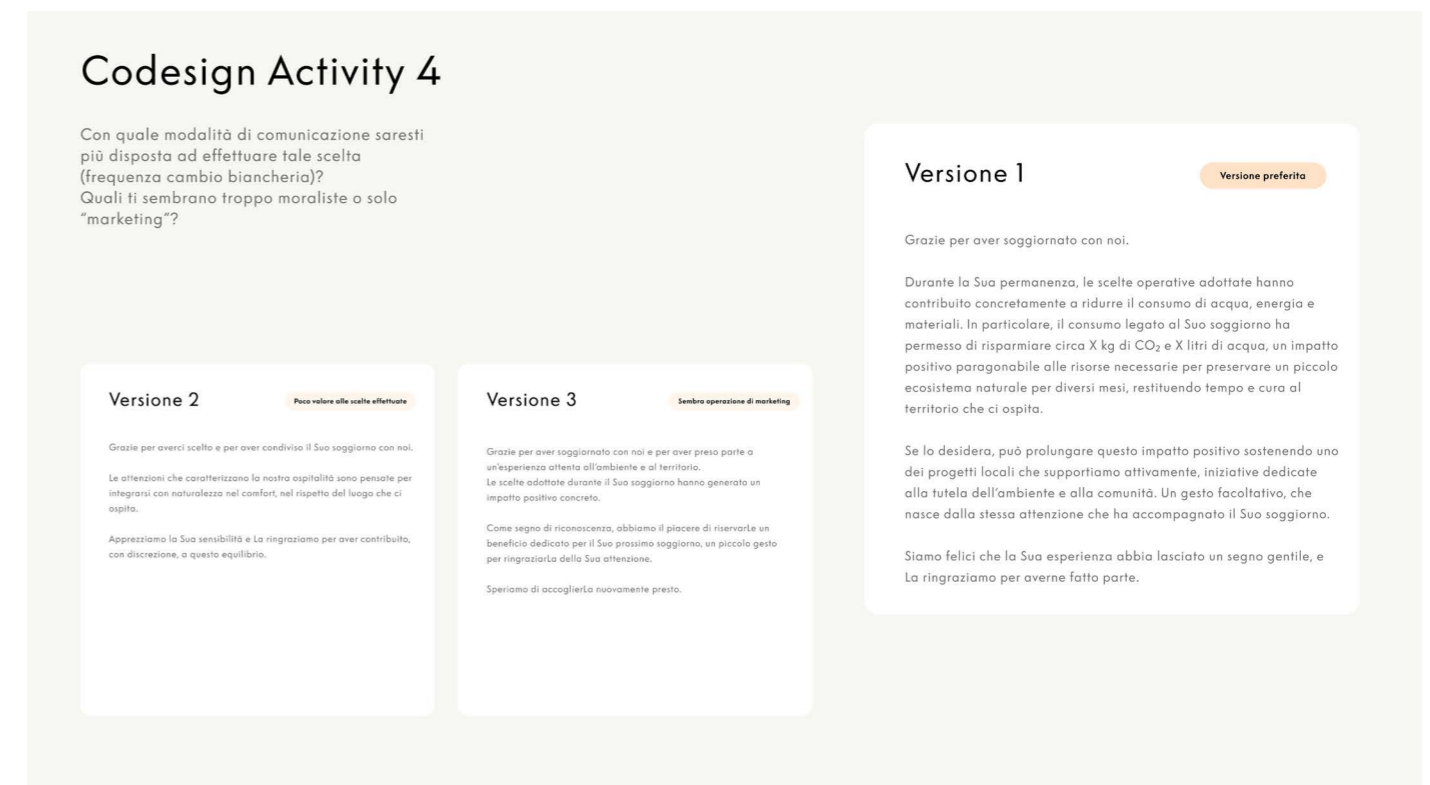
Finally, this target plans heavily online: they need to validate the hotel’s ethical identity before arriving, to ensure the brand reflects their values. Sustainability, therefore, has to be part of the aspirational “package” they want to buy.

This section presents the insights derived from Activity 4 conducted across the three co-design sessions.

Finally, three types of end-of-stay outputs for the guest were compared: an educational version referencing environmental impact, a discreet thank-you version, and a reward-based version designed to acknowledge and incentivize the guest.

After the stay, it is essential to give guests back the value of their choices. The activity showed that the preferred option is the one that quantifies the environmental impact of those choices. Participants appreciated concrete data (kg of CO₂ saved, litres of water), because it turns a “micro-choice” into a tangible result. In addition, linking the savings achieved to the support of real local projects (protecting

Figure 61: Codesign Activity 4



7.5 / Findings Summary

the destination) closes the loop of social responsibility and strengthens loyalty.

The target group (women under 30) belongs to the “tracking generation” (fitness apps, screen time, etc.). Receiving clear data strongly satisfies their need for instant, measurable gratification. For luxury guests, the idea of “giving back” is also central. Knowing that their small “sacrifice” (for example, a shorter shower) has been transformed into concrete support for a local project shifts the focus away from “what they gave up” and onto their positive impact.

From the co-design activity, it clearly emerges that, in the luxury hospitality segment for an under-30 target, the perception of sustainability as a “sacrifice” is not tied to the ecological action itself, but rather to a weakness in how the experience is communicated and framed.

First, adopting an overly direct tone turns a sustainable initiative into a simple reduction of service. As shown in Activity 2, purely functional communication (e.g., Version 3) that merely informs guests of a lower service frequency is perceived as a downgrade of expected standards. In this context, the guest feels like a passive recipient who is getting “less” value for the same price, and the choice is experienced as an operational cut rather than an added benefit. This dynamic is closely linked to the tension between imposition and empowerment: the results of Activity 1 indicate that when a micro-choice is imposed as a default without an adequate narrative (such as removing courtesy kits), guests experience it as a “punishment” or as a restriction of their autonomy.

A second issue is the risk created by abstract messaging, which fuels suspicion of greenwashing. Using generic expressions without a clear link to the lived experience (e.g., Version 1 in Activity 2) leads guests to interpret environmental commitment as a hypocritical attempt by the hotel to reduce operating costs. If the benefit is perceived as purely economic for the hotel rather than environmental for the destination, sustainability becomes a “commercial trick.” Conversely, the perception of sacrifice disappears when guests are elevated to co-creators of impact—especially through local engagement initiatives that turn the stay into an act of proactive responsibility.

7.6 / Answer to RQ1

A key element in reducing the sense of loss is the presence of a “ritual” or a tangible form of feedback. The effectiveness of Version 2 in Activity 2 lies in its ability to elevate a non-action, transforming the choice not to change linens into a symbolic ritual through the use of a physical object such as the pinecone. Without this playful or sensory component, the absence of a service remains an unfilled gap. In parallel, the lack of value restitution through precise post-stay data deprives the user of the psychological reward needed to justify their effort.

As confirmed by Activity 4, the preference for quantified impact (Version 1) shows that a sacrifice feels like a sacrifice only when it lacks meaning and is not supported by a numerical or emotional payoff.

What makes guests perceive a sustainable choice as a sacrifice rather than a benefit?

F1. “Hidden” and hard-to-read sustainability: what is not accessible does not become value

F2. Real practices, but “backstage”: the gap between operational impact and guest perception

To answer RQ1, the following section provides a synthesis of the main findings drawn from the literature review, use cases, field research, and co-design. These insights will form the basis for the guidelines presented in the next chapter.

Benchmark analysis shows that, when sustainability content is present on hotel websites, it is often relegated to secondary elements (footer links, unintuitive clickable logos, absence from the main navigation bar), making it difficult for users to find and understand. This pattern aligns with what the literature suggests about credibility in hospitality: because many sustainable practices are not directly verifiable by guests, trust is built through signals and information that reduce uncertainty and ambiguity; if communication is not visible or not legible, the risk increases that guests will not assign meaning to sustainability or will interpret it negatively (Chen et al., 2012; Chang & Chen, 2013). Moreover, the need for cross-channel consistency implies that what a hotel declares through digital touchpoints should align with what guests actually experience: when sustainability appears marginal online, it is harder for it to be recognized as an integral part of the value proposition during the stay (Morhart et al., 2015; Preziosi et al., 2019).

Field research confirms a key point: many high-impact actions remain backstage (building systems, supply chain choices, waste reduction, laundry operations), so guests tend not to notice them unless they are translated into service signals. This is fully consistent with the literature, which describes environmental sustainability in hotels as a set of often technical and managerial interventions that are largely invisible to customers (Moscardo, 2017; Pereira et al., 2021). For this reason, the backstage/frontstage distinction becomes central: without effective translation into touchpoints and interactions, even substantial interventions do not automatically

generate reputational or experiential value (Preziosi et al., 2019). From a perception standpoint, this asymmetry creates a typical condition: when guests encounter a practice that affects their routine (e.g., housekeeping), and they cannot “see” what the hotel is doing behind the scenes, they may interpret the change only as a loss of service.

Field research interviews converge on the rule that, in luxury contexts, sustainability is appreciated only when it does not undermine abundance, comfort, and care—meaning when it is framed as an improvement to the experience (more discretion, more personalization, higher perceived quality) rather than as a reduction. This evidence is consistent with luxury literature: the premium promise is not merely “more” functionality, but a reassuring, frictionless experience built on coherence, control, and guest centrality (Kapferer, 2016; Peng & Chen, 2019). As a result, environmental initiatives may come into tension with traditional luxury codes such as constant availability, high standards, and predictable service delivery (Davies et al., 2012; Kapferer, 2016). At the same time, the literature clarifies a path forward: sustainability can become luxury innovation when it extends already compatible values (material quality, craftsmanship, authenticity, and a strong link to place), turning into a signal of excellence rather than a constraint (Kapferer, 2016; Wiedmann et al., 2009; Assaker, 2020).

Co-design (Activity 2) clearly shows that the perception of sacrifice increases when communication is purely informative and highlights a reduction in service (e.g., less frequent housekeeping) without explaining the added value. In these cases, guests feel they receive “less” at the same price and interpret the choice as a downgrade of standards. This

F3. In luxury, sustainability works only if it feels like a premium upgrade

F4. “Less service for the same price”: when sustainability is read as a downgrade

dynamic is supported by literature on perceived value in luxury: perceived value includes hedonic, symbolic, and financial dimensions linked to premium pricing and expectations of excellence; when a practice affects elements considered non-negotiable (cleanliness, amenities, service continuity), it can be perceived as a lowering of standards unless it maintains an equivalent—or higher—perceived level of performance (Chen et al., 2012; Kapferer, 2016; Chen & Peng, 2018). In other words, sacrifice depends not only on real impact, but on how the action is interpreted against premium expectations.

F5. Imposition vs. empowerment: sacrifice emerges when guests lose control

A second strong result from co-design (Activity 1) is the tension between imposition and empowerment: when a sustainable micro-choice is imposed as a default or reduces perceived autonomy, guests experience it as a limitation rather than a benefit. Here too, the literature is consistent: in luxury, personalization and the ability to choose are central components of the premium promise, because “being served as I desire” is part of the value (Kapferer, 2016). When a practice is presented as mandatory or introduces friction, resistance increases even among guests with pro-environmental attitudes, because the friction is attributed directly to hotel quality (Chen et al., 2012). In practice, sacrifice often takes the form of perceived risk: the fear of paying a premium price and receiving less control and lower service performance.

F6. Generic claims and compliance language: when it feels like greenwashing or cost-cutting

Across interviews and co-design, vague messages unsupported by evidence increase skepticism and can lead guests to interpret sustainability as marketing or as cost rationalization. This is directly validated by the literature review: when information is vague or proof is missing, guests are more likely to attribute the communication to a reputational

strategy without substance, negatively affecting trust and purchase intention (Chang & Chen, 2013). In this context, “proof” becomes central: declaring commitment is not enough, in fact, hotels need specific, understandable, and relevant evidence to reduce uncertainty (Chen et al., 2012; Chang & Chen, 2013). Moreover, greenwashing risk is particularly delicate in luxury because reputation and trust are critical assets; generic or unverifiable statements increase brand vulnerability (Kapferer, 2016; European Commission, n.d.). The concept of brand integrity further clarifies this point: when promise and reality are not coherent and readable, trust weakens (Morhart et al., 2015).

A cross-cutting finding (especially from case studies and field research) is that sustainability remains abstract unless it is connected to concrete moments in the customer journey (pre-arrival, in-room, dining, concierge, check-out). The literature supports this need for translation: many sustainable practices are operational and invisible, so to become value they must be made experiential and understandable through signals and “visible traces” within the service experience (Preziosi et al., 2019). In addition, credibility depends on the ability of communication to reduce uncertainty and to connect commitment to elements that are verifiable or meaningful for guests (Chen et al., 2012; Chang & Chen, 2013). Practically, this means that an abstract statement (“we use recycled paper”) rarely shifts perception, while a touchpoint translation (“we introduced fully digital check-in to reduce waste and speed up the process”) makes both the environmental intention and the experiential benefit clear, reducing the risk that guests interpret the change as mere subtraction.

F7. If it does not enter the stay’s touchpoints, it remains abstract and cannot compensate for “loss”

F8. Context, timing, and channels: the same initiative changes meaning depending on where and when it appears

Field research shows that guests’ willingness to make micro-choices depends strongly on timing: in-room and pre-arrival (where guests are already in a personalization mindset) the choice feels more natural; at check-in (a “sensitive” moment), resistance increases if the request is perceived as ethical, complex, or intrusive. This evidence is reinforced by literature on perceived value: the same sustainable initiative can be interpreted differently depending on context and on how it interacts with hedonic, symbolic, and perceived-risk dimensions (Chen et al., 2012). Additionally, research on location supports the idea that context and expectations shape what is perceived as coherent or desirable: destination image orients implicit norms and evaluations, making some practices more congruent and others more “interfering” with core expectations of comfort and indulgence (Chen & Tsai, 2007). In parallel, place attachment can increase pro-environmental behavior when guests develop a bond with the place and perceive sustainability as protecting what makes the experience special (Ramkissoon et al., 2013). These contributions help explain why the same sustainable gesture, across different contexts and touchpoints, can be read as value or as sacrifice.

F9. Tangibility, rituals, and feedback: without a “return,” only the absence of service remains

In co-design (Activities 2 and 4), sacrifice decreases when the sustainable choice is elevated through a ritual/object or through post-stay feedback: guests need a return (emotional or informational) that transforms “non-action” into a meaningful gesture. This aligns with the concepts of proof and “visible traces” discussed in the literature: concrete and understandable elements increase credibility and help guests connect environmental commitment to the lived experience, reducing uncertainty (Chang

& Chen, 2013; Preziosi et al., 2019). Moreover, because value in luxury is also symbolic and hedonic, the meaning attributed to details is decisive: if the absence of a service is not reinterpreted as a quality gesture, it remains a void and therefore a loss (Chen et al., 2012; Kapferer, 2016). In this perspective, ritual and feedback work as devices that shift interpretation from “cutting” to “intentional choice.”

Field research highlights that, in luxury, inconsistency across departments (e.g., preferences not clearly received by housekeeping) is one of the greatest risks: even well-intended sustainable choices are perceived as deterioration if they generate errors or disruptions in service. This finding connects directly to brand integrity and experience coherence: in luxury, even small incoherent signals affect overall judgment because the premium experience is read as an integrated system of details (Kapferer, 2016). The literature emphasizes that trust is built through continuity between promise and reality, and that dissonance harms reputation and perceived authenticity (Morhart et al., 2015; Busser & Shulga, 2019; Rickly, 2019). Applied to sustainability, this means it is not enough to “offer options”: they must be implementable and consistently delivered, otherwise sustainability translates into friction and therefore sacrifice.

Finally, the field research interview (Grand Hotel Fasano) introduces an element already included in hospitality sustainability literature: beyond internal operations, emissions associated with transport and guest-related activities matter (Pereira et al., 2021). When communication focuses only on in-hotel mi-

cro-actions without acknowledging high-impact areas (such as mobility), commitment may appear partial or “surface-level,” weakening credibility. Conversely, integrating options and alternatives consistent with the most impactful areas strengthens perceived authenticity and reduces skepticism, in line with the principle that credibility depends on proof and transparency capable of reducing guest uncertainty (Chen et al., 2012; Chang & Chen, 2013).

These findings do not only clarify when sustainability is perceived as a sacrifice in luxury hospitality, but they also reposition the problem at a design level.

While existing literature acknowledges the tension between luxury and sustainability, this thesis contributes by operationalizing that tension. Rather than treating it as a conceptual incompatibility, the research identifies the specific conditions under which environmental initiatives are interpreted as a perceived sacrifice in high-end hospitality contexts.

The main contribution lies in translating these conditions into design-verifiable criteria. Through the integration of literature review, benchmark analysis, use cases, field research, and co-design sessions, the study moves theory to operational guidance. Sustainability is reframed not as a matter of implementing more practices, but as a matter of translation: how practices become legible, credible, coherent, and value-enhancing across the customer journey.

The following chapter builds on this contribution by transforming the identified conditions into structured guidelines for communication and experience design.

F10. Operational friction and inconsistency: if sustainability creates service failure, it becomes sacrifice by definition

F11. Coherence with where impact truly lies: if mobility is ignored, some actions can appear superficial

RQ2 Guidelines: Design Hypotheses for Sustainability Communication

“Sustainability is not about doing less, but about doing better. A successful sustainable experience does not ask people to choose between ethics and value; it uses storytelling to make environmental commitment a form of higher, more conscious luxury.”

Andrew Winston, 2014

This statement by Andrew Winston, founder of Winston Eco-Strategies (where he advises many of the world’s leading companies on environmental strategy), clearly summarizes the foundations on which this thesis has been developed. Sustainability is not renunciation, sacrifice, or deprivation. Rather, it means designing products, services, and experiences that are smarter, more efficient, and longer-lasting, instead of simply “reduced.” A sustainable experience fails when it forces people to think: “I do what is right, but I give up quality, beauty, status, or usefulness.” A sustainable experience succeeds when it is ethical and delivers real value to the person living it (it works well, it is desirable, it is beautiful, it is comfortable). Another key concept introduced by Winston is storytelling: it is not enough to be “technically” sustainable; it must be communicated in the right way, transforming environmental commitment into a sign of superior quality, a sophisticated choice, and a form of luxury that is not showy but conscious.

The goal of this chapter is to answer the second research question, RQ2: Which principles and guidelines are most effective in turning sustainability into a value element that is coherent with the codes of new luxury?

However, before moving to the guidelines, it is necessary to clarify the target audience the service addresses, in order to focus the design and communication choices on the most relevant needs and pain points. In this thesis, the reference target is under-30 luxury guests with recent high-end hospitality experience, as reported in the research introduction. That said, sustainability is generally more salient, but it is not interpreted or accepted in the same way by everyone. Some guests actively look for credible sustainability signals and consider them part of the new luxury. Others appreciate sustainability as a positive “plus”, yet quickly disengage if it introduces friction, extra steps, or any perceived reduction in comfort. A third group can be open to sustainability, but remains highly sensitive to luxury codes, aesthetics, and rituals, and may reject sustainability communication if it feels “non-luxury” or resembles cost-saving disguised as responsibility (unless it is translated into refined, brand-coherent gestures).

These archetypes differ in the depth of information they want, which channels they tolerate, and what type of proof they consider credible. For this reason, the guidelines in Chapter 8 will not focus only on what to say, but also on when to say it, with what tone, through which touchpoints, and at what level of detail, in order to maximise desirability and acceptance while reducing friction and reputational risk.

Age	28
Travels	6/8 per years
Context	Art city, wine region
Decision driver	Aesthetic, Authenticity
Sustainability	High but critical

ABOUT

Milan-based Creative Director. Travels for long weekends and signature destinations. Looks for a refined, authentic, and coherent kind of luxury. She cares about sustainability, but she doesn't tolerate vague claims.

“If it's well told and consistent with the context, I'll gladly choose it.”

- OBJECTIVES
- Experience a stay with no inconsistencies between promise, aesthetics, and service.
 - Make responsible choices only if they feel relevant “here and now” and connected to the place.

- BEHAVIOURS AND EXPECTATIONS
- Researches and personalises before arrival, but doesn't want lengthy procedures.
 - Looks for tangible signals (supply chain, rituals, materials), not generic storytelling.
 - Prefers a few well-curated options, integrated into existing routines.

- PAIN POINTS
- Suspects greenwashing when language is generic or self-celebratory.
 - Information overload: long, technical policies won't be read.
 - Moralising or judgemental tone triggers rejection.
 - On holiday, she tends to prioritise gratification and comfort (attitude-behaviour gap).
 - “Cheap” touchpoints or poor visual design lower the perceived luxury level.

Age	29
Travels	2/3 per months
Context	Business travel
Decision driver	Efficiency and Comfort
Sustainability	Neutral

Frequent business traveller. Absolute priorities: efficiency and comfort. Sustainability is a “nice to have” only if it requires no time and comes with no perceived trade-offs.

“I check in, sleep, and move on: if you ask me to read or choose too many things, I won’t do it.”

- OBJECTIVES**
- Reduce every point of friction in the journey (check-in, room, services).
 - Maintain comfort and service performance with no compromises.

- BEHAVIOURS AND EXPECTATIONS**
- Ignores content that takes more than a few seconds.
 - Accepts options only if they’re embedded in standard flows.
 - Prefers sensible defaults with the option to choose.

- PAIN POINTS**
- Limited time and attention: long interactions get skipped.
 - Associates sustainability with sacrifice (amenities, housekeeping, minibar).
 - Repeated notifications or messages create dissatisfaction.
 - Values-based language without clear utility doesn’t work.
 - Numeric reports or end-of-stay comparisons: appreciated.

Age	29
Travels	3/5 per years
Context	Spa, Mountains
Decision driver	Services, Rituals
Sustainability	Only if luxurious

ABOUT

Loyal to a small set of brands. She looks for ritual, human care, and tradition. She accepts sustainability only if it preserves luxury codes and doesn’t challenge status.

“I’m happy to be more responsible, as long as it still feels luxurious and doesn’t look like I’m compromising.”

- OBJECTIVES**
- Feel welcomed and “understood” through service details and rituals.
 - Protect the aura of luxury and her personal image.

- BEHAVIOURS AND EXPECTATIONS**
- Prefers human touchpoints and discreet communication.
 - Reads quality through aesthetic cues and service consistency.
 - Dislikes complex apps; accepts tools that are simple, well-crafted, and premium.

- PAIN POINTS**
- Self-image risk: sustainability perceived as militant or low-end.
 - Abstract certifications: she can’t tell what they change in the experience.
 - Digital-only interactions: perceived as a loss of care and relationship.
 - Fear that “eco” means service cuts.
 - Doesn’t want to feel measured or judged.

Guidelines

1. Is it visible and easy to access?

Having clarified what leads guests to perceive a sustainable choice as a sacrifice rather than a benefit, and having defined three guest types with different expectations, behaviors, and pain points, the chapter now moves from evidence to actionable directions. The RQ1 findings show under which conditions a “green” choice fails (when it is hard to find, feels like a service cut, reduces autonomy, lacks proof, etc.), and therefore which minimum requirements it must meet in order not to be interpreted as a loss of value.

The personas, in turn, help identify which of these conditions are most critical depending on the profile: who is most sensitive to credibility, who to friction and time, and who to status codes and ritual. The guidelines that follow therefore translate the research results into design “conditions of acceptance”: practical criteria to design and communicate sustainable micro-choices in a way that remains coherent with the luxury experience and with guests’ different expectations.

Sustainability must be findable within a few seconds and presented with clear labels across the main touchpoints (website, pre-arrival, in-room, concierge), not relegated to residual spaces or only to logos. If “sustainability” content exists, it should be integrated into the hotel’s overall narrative (experiences, rooms, dining) rather than isolated as a technical page.

Why? If guests cannot see the commitment, they will not use it as a lens to interpret the stay. Then, when they encounter a practice (e.g., fewer linen changes), they are more likely to interpret it as a service cut, because the context that makes it legitimate is missing.

Fit with personas For Giulia, visibility matters only if it does not feel like “marketing”: it must be curated and consistent with aesthetics and authenticity. For Marco, it must be ultra-synthetic (seconds, no long reading). For Isabella, it must be discreet and “classy,” never didactic.

2. Does it translate backstage actions into a service signal?

Every sustainable practice should be translated into what changes for the guest (benefit, gesture, perceivable detail) and where it appears in the service. Saying “we do X” is not enough: it needs a frontstage signal (a ritual, an option, a material, an experience detail) that makes an otherwise invisible backstage effort tangible.

Why? High-impact practices often sit behind the scenes (systems, supply chain, processes). If they are not “brought on stage,” they do not create perceived value and cannot compensate for any service adjustments: what remains is only the feeling of loss.

Fit with personas Giulia looks for concrete, consistent signals (materials, supply chain, real details). Marco accepts signals only if they add no steps: they must be embedded in the routine. Isabella prefers aesthetic and ritual signals (the elegant gesture matters more than technical explanations).

3. Is it perceived as an upgrade (not as “less”)?

Every sustainable option should be framed as an immediate experiential upgrade: more privacy, more comfort, more care, more personalization, better material quality. The “standard” option should remain available, and the sustainable alternative must never look like a subtraction.

Why? In luxury, the benchmark is the experience. If the message sounds like reduction (“less cleaning,” “no kit”), guests read it as a downgrade at the same price. Sustainability becomes a sacrifice when it breaks premium codes (abundance, care, continuity, predictability).

Fit with personas With Giulia, the upgrade works only if it is also coherent and authentic (not a “green veneer”). With Marco, the upgrade must be practical (“don’t disturb me / save me time”). With Isabella, it must protect status and rituality (“more elegant,” not “more basic”).

4. Is it a choice (not an imposition)?

Sustainability should be offered as a personal preference (opt-in or a clear choice), not as an imposed default that guests discover afterwards. If the hotel sets defaults, they must be transparent and always reversible, with equivalent alternatives available in one click or via the concierge.

Why? When guests feel they are losing control, they read the practice as a limitation and react with rejection. In luxury, autonomy is part of the value: “being served the way I want” is a structural expectation.

Fit with personas Giulia wants control because she is sensitive to coherence: if she feels imposition, she suspects cost-cutting. Marco tolerates defaults only if they are truly frictionless and can be changed quickly. Isabella wants to choose without “exposing herself”: a human alternative (concierge) should always remain available.

5. Does it provide “small but true” proof (instead of generic claims)?

Every sustainability message should include proof, even minimal: a concrete, verifiable, or observable detail (material, process, local partner, a certification explained in two lines, a design choice). Fewer solid statements are better than many generic promises. Avoid long, self-referential compliance language: translate it into benefits and facts.

Why? Vague claims increase skepticism and trigger the interpretation “they do it for marketing or to save money.” Without proof, sustainability loses credibility, and any connected choice can appear as an unjustified sacrifice.

Fit with personas Giulia is the most demanding: she wants proof and specificity, not generic storytelling. Marco needs minimal, instant proof (one line, not a report). Isabella does not want technicalities: proof must be elegant and translated into the experience (premium materials, curated rituals).

6. Is it offered at the right moment and through the right channel?

Offer sustainable choices when guests are already in a decision/personalization mindset (pre-arrival and in-room), using channels such as pre-arrival emails, in-room tablets, and the concierge. At check-in, keep it to extremely quick, non-value-loaded choices. Avoid repetition, pushy prompts, and invasive messaging.

Why? The same choice changes meaning depending on context. If it appears at the wrong time or through the wrong channel, it becomes stress and therefore a perceived “cost.” In luxury, tolerance for friction is low: if it requires extra time or attention, sustainability gets rejected.

Fit with personas Giulia responds well to pre-arrival (she personalizes) and to in-room if the touchpoint feels premium. Marco wants one quick choice: no notifications, no extra steps. Isabella prefers human channels or curated in-room materials; digital is fine, but it must feel warm and simple.

7. Does it create an elegant, non-judgmental return, and is it operationally consistent?

Close the circle with a “soft” return (gratitude, a light recap, saving preferences for future stays) and, above all, make sure the choice is implementable without errors: preferences must be clear to departments, flows must be defined, responsibilities assigned, and minimal training ensured. The system must prevent service failures more than anything else.

Why? Without a return, what remains is only the absence of service and therefore “sacrifice.” And if the choice creates cross-department inconsistencies (e.g., housekeeping not aligned), guests will not read “sustainability”: they will read “lower quality.” In luxury, service errors weigh more than good intentions.

Fit with personas

Giulia appreciates a recap that confirms coherence and impact without moralism. Marco prefers a minimal, useful recap (even with concise metrics, if not intrusive). Isabella wants gratitude and appreciation, not scoreboards or comparisons: she should feel “refined,” not measured.

8. Is it consistent with where impact is truly concentrated (and with the place)?

Do not limit actions to the room: include at least one choice that addresses high-impact areas, such as mobility and experiences. Always link the option to the “here and now” of the destination (place-based), proposing alternatives consistent with the identity of the place.

Why? If the commitment feels superficial, credibility drops and the interpretation “this is pointless” increases. When sustainability is tied to the territory and to choices that are truly meaningful, it becomes more legitimate and easier to read as value.

Fit with personas

Giulia responds strongly to place-based actions and “real” local partnerships. Marco accepts mobility options only if they are plug-and-play (bookable in one tap). Isabella accepts them if the alternative feels even more elegant (e.g., a curated transfer, a signature experience consistent with the brand).

These guidelines are intended as an evaluation grid applicable to any sustainable micro-choice proposed by a hotel (housekeeping, amenities, minibar, mobility, experiences). In the design phase, they help build the interaction so the choice is not read as a reduction in service, but as value consistent with luxury codes. In the validation phase, they make it possible to quickly identify where, and why, a proposal may fail.

Operationally, each option should be tested by answering the eight questions in sequence. If one answer is negative, it does not mean the choice is wrong in itself; it means it must be adjusted in its framing, journey moment (timing), channel (touchpoint), level of proof, or internal implementation (cross-department consistency).

The three personas work as priority lenses: for the same choice, some conditions become more critical depending on the guest profile. For Giulia, robustness depends primarily on proof, specificity, and aesthetic consistency; for Marco, on minimal friction and integration into standard flows; for Isabella, on preserving status and ritual, avoiding didactic or judgmental tones, and always keeping a human alternative available.

The framework in the next page clarifies the internal coherence of the research process. Each guideline directly responds to an empirically identified perceptual trigger of sacrifice and translates it into an operational design principle. Rather than functioning as isolated recommendations, the eight questions operate as an evaluative and generative system that aligns environmental responsibility with luxury expectations of comfort, control, coherence, and experiential value.

Figure 62: Integrated Framework: Linking Guidelines to Perceptual Conditions and Design Response

Guideline	Key Finding (RQ1)	Perceptual Risk	Diagnostic Question	Service-Level Response
1. Visibility & Accessibility (UX/UI)	Sustainability content is hard to find and not integrated in the primary information architecture.	If it is not found, it cannot shape perceived value.	Can a guest locate sustainability content within a few seconds, through clear labels, from the main navigation or primary touchpoints?	Redesign information architecture: integrate sustainability into primary navigation and key pre-stay/on-stay touchpoints with clear labels and short, scannable content.
From Backstage to Clear Signal	High-impact actions remain invisible	Effort not translated into value	Is there a frontstage signal making the backstage effort tangible?	Convert processes into rituals, materials, options, or experience details.
3. Upgrade (not “less”)	Sustainable practices read as reduction	Value trade-off and downgrade perception	Does this feel like a subtraction?	Frame as experiential enhancement aligned with luxury codes.
4. Choice (not imposition)	Mandatory or defaults but not well explained.	Loss of control and resistance.	Does the guest feel forced or limited?	Offer opt-in mechanisms and reversible alternatives.
5. Small but True Proof	Generic claims and logo-based communication	Credibility gap and scepticism.	Is there specific, verifiable proof?	Provide concrete, minimal but observable evidence.
6. Right Moment & Channel	Sustainability practices introduced at wrong timing	Irritation and perceived friction	Is this introduced at a legitimate decision moment?	Embed in pre-arrival, in-room, or concierge interactions.
7. Elegant Return & Operational Consistency	Lack of feedback loop; cross-department inconsistency	Service failure outweighs good intention	Is the choice implemented smoothly and returned coherently?	Ensure system alignment and close the experience loop softly.
8. Impact & Place Coherence	Superficial or misaligned actions	Perceived superficiality and “greenwashing” effect	Is the action meaningful within the place and impact areas?	Focus on high-impact areas and place-based coherence.

Limitations and Conclusions

This thesis starts from a simple, very practical question: how can luxury hotels offer sustainable choices without making guests feel like they are giving something up?

This contribution is coherent with, and in several points strengthens, the existing literature discussed in Chapter 2. First, my research confirms the luxury–sustainability tension described in the studies: when an environmental initiative touches comfort and the sense of abundance, guests can interpret it as a downgrade rather than as value. What emerges clearly across the benchmark, interviews, and co-design is that this negative reading is rarely caused by the initiative’s goal itself, but by how it is communicated within the service, which aligns with research on perceived value and perceived risk in luxury contexts (where sacrifice often equals “paying premium but receiving less”).

Second, the findings reinforce the literature’s view that sustainability in hotels is often “backstage” and therefore not automatically perceived. The matrix analysis and the use cases show that even substantial operational practices are not valued by guests unless they are translated into clear, experience-relevant signals across touchpoints. This supports the idea that credibility depends on proof and cross-channel coherence to reduce uncertainty, especially because guests cannot easily verify systems or supply-chain choices during their stay.

Moreover, the study also clarifies a recurrent pattern in the Italian luxury communication sample: generic or self-celebratory claims tend to read as marketing or service cuts, while small, concrete proof embedded in premium rituals can reframe the same practice as care and modern luxury.

Finally, the thesis addresses a key literature gap: limited operational guidance on which touchpoint patterns trigger perceived sacrifice. By comparing benchmark, field research, and co-design, my research translates recurring conditions into a guideline grid that can be used as an ex-ante decision tool.

Like any thesis, this one also has clear boundaries. The first concerns the scope of analysis. The benchmark and the matrix are built on a specific sample: luxury hotels in Italy selected through Forbes. This was a deliberate choice, because it makes it possible to compare similar properties and remain coherent with the objective of the thesis. However, it also means the results fit this context best and should not be “copied and pasted” automatically into other segments (for example mid-range hotels) or into very different markets.

The second point concerns the co-design phase. The activities were very useful to understand tone of voice, guest reactions, perceived sacrifice, and acceptance criteria, but they mostly reflect a specific target (under 30).

To avoid reducing everything to a single guest type, three personas were created (Giulia, Marco, Isabella). They represent different sensitivities and help design choices in a more inclusive way. Still, it remains true that personas are a model: in real life, people can show mixed behaviors and change their attitude depending on context, length of stay, and travel motivation.

Finally, the guidelines were not tested through a full pilot project inside a hotel with long-term measurement. This means their purpose is to be a “before” tool (useful for designing and evaluating a proposal before implementation). A pilot project would be a natural next step to measure, over time, what happens in practice (option uptake, satisfaction, operational impact).

One point is important to add: these boundaries are not a mistake, but a choice that is coherent with the type of research. This thesis does not aim to prove “a universal truth” through statistics, but to build a method and a set of practical criteria based on multiple sources. To reduce the risk of relying on a single viewpoint, the research combines literature review, use cases, field research, and co-design. When the same problems and the same conditions recur across different phases, they become solid enough to be translated into guidelines.

Despite these boundaries, the thesis delivers a clear result: it shows that many sustainable practices already exist in hotels, but they often remain invisible or disconnected from the experience. When this happens, guests interpret certain choices as service cuts, impositions, or “green marketing.” Instead, when sustainability enters the service with the right language, through the right touchpoint, and with concrete proof, it can become part of perceived quality.

The main contribution, therefore, is shifting the question from “what the hotel does” to “how it makes it perceivable and desirable.” The final guidelines serve exactly this purpose: they help design micro-choices that are simple, elegant, credible, and implementable without creating service failures. The personas, finally, help remind us of one key thing: guests do not all react in the same way. Some seek credibility, others want seamless service, others protect status and ritual. If sustainability can speak to these differences, it stops feeling like a sacrifice and becomes value.

To conclude, I would like to return to Andrew Winston’s words: “real sustainability is not a moral compromise, but an evolution of value. It wins when it improves the experience and, through good storytelling, turns environmental responsibility into a sign of excellence and contemporary luxury”.

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Hotel Cards

Output Hotel H1-H11 (Art City)

H1 Magna Pars, l'Hotel à Parfum (Milano)

- Environmental sustainability (1–5): Energy 4, Water 1, Waste 3, Governance 4. Total: 12/20
- Territory and experience (1–5): Local economy 3, Heritage 4, Experiential 5. Total: 12/15

Clarity and specificity (environmental): good for energy and governance, weaker or absent for water (no explicit measures are shown, consistent with a score of 1).

Proof and credibility: fair. There are signs of external validation (for example references or certifications), but not all dimensions are documented consistently across the digital touchpoints.

Luxury codes: the tone is compatible. The opportunity is to translate the more “institutional” part into service signals (comfort and care).

H2 Palazzo Parigi Hotel & Grand Spa (Milano)

- Environmental sustainability (1–5): Energy 3, Water 1, Waste 1, Governance 2. Total: 7/20
- Territory and experience (1–5): Local economy 2, Heritage 3, Experiential 2. Total: 7/15

Clarity and specificity (environmental): low to medium. Sustainability is not presented as a structured topic in the main touchpoints. Any initiatives are not very visible or are not described in detail.

Proof and credibility: limited. There is a lack of easily accessible, verifiable evidence within the standard user journey (site navigation).

Luxury codes: strong coherence with a luxury tone of voice. Any sustainability remains “silent”, consistent with the low scores on water, waste, and governance.

H3 Palazzo Vecchietti (Firenze)

- Environmental sustainability (1–5): Energy 1, Water 1, Waste 1, Governance 2. Total: 5/20
- Territory and experience (1–5): Local economy 3, Heritage 5, Experiential 3. Total: 11/15

The main strength is in heritage (Heritage 5), while environmental sustainability is not explicitly addressed in the digital touchpoints.

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H4 THE PLACE Firenze (Firenze)

- Environmental sustainability (1–5): Energy 3, Water 2, Waste 3, Governance 4. Total: 12/20
- Territory and experience (1–5): Local economy 5, Heritage 5, Experiential 5. Total: 15/15

Clarity and specificity: medium. The topic is present and easy to find, but it is expressed mostly as commitment and values, with few operational details.

Proof and credibility: low to medium. There are few third-party evidence elements, metrics, or targets; the tone is mostly declarative.

Luxury codes: very coherent on the experience and heritage side. Sustainability is addressed in a “soft” way, not intrusive.

H5 Hassler Roma (Roma)

- Environmental sustainability (1–5): Energy 1, Water 1, Waste 1, Governance 3. Total: 6/20
- Territory and experience (1–5): Local economy 2, Heritage 4, Experiential 4. Total: 10/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H6 Villa Spalletti Trivelli (Roma)

- Environmental sustainability (1–5): Energy 1, Water 1, Waste 1, Governance 3. Total: 6/20
- Territory and experience (1–5): Local economy 2, Heritage 4, Experiential 4. Total: 10/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H7 Palazzo Ripetta (Roma)

- Environmental sustainability (1–5): Energy 1, Water 1, Waste 1, Governance 3. Total: 6/20
- Territory and experience (1–5): Local economy 2, Heritage 4, Experiential 4. Total: 10/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H8 Grand Hotel Parker’s (Napoli)

- Environmental sustainability (1–5): Energy 1, Water 1, Waste 1, Governance 2. Total: 5/20
- Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H9 Ca’ Sagredo Hotel (Venezia)

- Environmental sustainability (1–5): Energy 2, Water 1, Waste 1, Governance 2. Total: 6/20
- Territory and experience (1–5): Local economy 3, Heritage 5, Experiential 4. Total: 12/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H10 Londra Palace Venezia (Venezia)

- Environmental sustainability (1–5): Energy 5, Water 4, Waste 4, Governance 5. Total: 18/20
- Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15

Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.

Proof and credibility: medium. Practical examples are present (for example linen and towel reuse, plastic-free measures), but there is limited third-party evidence or metrics.

Luxury codes: sustainability is rich but more technical (policies and certifications). It needs to be translated into service signals to remain luxury-compatible.

H11 Hotel Metropole Venice (Venezia)

- Environmental sustainability (1–5): Energy 3, Water 2, Waste 2, Governance 3. Total: 10/20
- Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15

Clarity and specificity (environmental): medium. Some elements are present, but they are often generic or

not quantified.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

Output Hotel H12-H14 (Rural)

H12 Borgo San Felice (Chianti, Castelnuovo Berardenga)

- Environmental sustainability (1–5): Energy 5, Water 5, Waste 4, Governance 5. Total: 19/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 5. Total: 14/15

Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.

Proof and credibility: good. Verifiable signals are present (for example ISO 14001, EMAS).

Luxury codes: strong alignment. Sustainability can be communicated discreetly as service quality plus deep connection to the destination.

H13 Castelfalfi (Montaione)

- Environmental sustainability (1–5): Energy 5, Water 4, Waste 5, Governance 5. Total: 19/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 4. Total: 13/15

Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.

Proof and credibility: good. Verifiable signals are present (for example ISO 14001, EMAS).

Luxury codes: strong alignment. Sustainability can be communicated discreetly as service quality plus deep connection to the destination.

H14 Borgo Vescine (Radda in Chianti)

- Environmental sustainability (1–5): Energy 4, Water 2, Waste 2, Governance 3. Total: 11/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 4. Total: 13/15

Clarity and specificity (environmental): medium. Some elements are present, but they are often generic or not quantified.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: territorial and experiential storytelling is very strong, while the environmental side remains less visible. The luxury tone is maintained, but a “premium” framing of sustainability is missing.

Output Hotel H15-H17 (Mountain/Lake)

H15 Grand Hotel Tremezzo (Lago di Como)

- Environmental sustainability (1–5): Energy 4, Water 4, Waste 3, Governance 3. Total: 14/20
- Territory and experience (1–5): Local economy 5, Heritage 5, Experiential 5. Total: 15/15

Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.

Proof and credibility: medium. Practical examples are present (for example refill and reuse, renewable energy), but there is limited third-party evidence or metrics.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H16 Grand Hotel Fasano (Lago di Garda)

- Environmental sustainability (1–5): Energy 4, Water 3, Waste 3, Governance 3. Total: 13/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 4. Total: 13/15

Clarity and specificity (environmental): medium. Some elements are present, but they are often generic or not quantified.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H17 Gardena Grödnerhof Hotel & Spa (Ortisei, Val Gardena)

- Environmental sustainability (1–5): Energy 3, Water 3, Waste 2, Governance 3. Total: 11/20
- Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15

Clarity and specificity (environmental): medium. Some elements are present, but they are often generic or not quantified.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

Output Hotel H18-H30 (Coastal/Isalnd)

H18 Casa Angelina (Praiano, Costiera Amalfitana)

- Environmental sustainability (1–5): Energy 5, Water 5, Waste 4, Governance 5. Total: 19/20
- Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15

Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way,

beyond generic claims.

Proof and credibility: good. Verifiable signals are present (for example GSTC).

Luxury codes: sustainability is rich but more technical (policies and certifications). It needs to be translated into service signals to remain luxury-compatible.

H19 Grand Hotel Excelsior Vittoria (Sorrento)

- Environmental sustainability (1–5): Energy 4, Water 4, Waste 5, Governance 5. Total: 18/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 4. Total: 13/15

Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.

Proof and credibility: good. Verifiable signals are present (for example ISO 14001).

Luxury codes: strong alignment. Sustainability can be communicated discreetly as service quality plus deep connection to the destination.

H20 Hotel Santa Caterina (Amalfi)

- Environmental sustainability (1–5): Energy 2, Water 2, Waste 1, Governance 3. Total: 8/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 4. Total: 13/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: territorial and experiential storytelling is very strong, while the environmental side remains less visible. The luxury tone is maintained, but a “premium” framing of sustainability is missing.

H21 Palazzo Avino (Ravello)

- Environmental sustainability (1–5): Energy 2, Water 2, Waste 2, Governance 2. Total: 8/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 4. Total: 13/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: territorial and experiential storytelling is very strong, while the environmental side remains less visible. The luxury tone is maintained, but a “premium” framing of sustainability is missing.

H22 Le Sirenuse (Positano)

- Environmental sustainability (1–5): Energy 2, Water 2, Waste 2, Governance 2. Total: 8/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 5. Total: 14/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few

operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: territorial and experiential storytelling is very strong, while the environmental side remains less visible. The luxury tone is maintained, but a “premium” framing of sustainability is missing.

H23 Il San Pietro di Positano (Positano)

- Environmental sustainability (1–5): Energy 4, Water 4, Waste 4, Governance 5. Total: 17/20
- Territory and experience (1–5): Local economy 5, Heritage 4, Experiential 5. Total: 14/15

Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.

Proof and credibility: good. Verifiable signals are present (for example ISO 14001).

Luxury codes: strong alignment. Sustainability can be communicated discreetly as service quality plus deep connection to the destination.

H24 Hotel Principe Forte dei Marmi (Forte dei Marmi)

- Environmental sustainability (1–5): Energy 5, Water 5, Waste 5, Governance 5. Total: 20/20
- Territory and experience (1–5): Local economy 3, Heritage 4, Experiential 4. Total: 11/15

Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.

Proof and credibility: good. Verifiable signals are present (for example ISO 14001, ISO 9001).

Luxury codes: sustainability is rich but more technical (policies and certifications). It needs to be translated into service signals to remain luxury-compatible.

H25 La Serena Hotel Forte dei Marmi (Forte dei Marmi)

- Environmental sustainability (1–5): Energy 2, Water 2, Waste 2, Governance 2. Total: 8/20
- Territory and experience (1–5): Local economy 3, Heritage 4, Experiential 4. Total: 11/15

Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H26 Capri Tiberio Palace (Capri)

- Environmental sustainability (1–5): Energy 3, Water 2, Waste 2, Governance 3. Total: 10/20

- Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15
- Clarity and specificity (environmental): medium. Some elements are present, but they are often generic or not quantified.
- Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.
- Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H27 Grand Hotel Quisisana (Capri)

- Environmental sustainability (1–5): Energy 2, Water 2, Waste 2, Governance 2. Total: 8/20
 - Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15
- Clarity and specificity (environmental): low. Communication is mostly absent or indirect, with very few operational details.
- Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.
- Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H28 Hotel Caesar Augustus (Anacapri)

- Environmental sustainability (1–5): Energy 3, Water 2, Waste 2, Governance 3. Total: 10/20
- Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15

Clarity and specificity (environmental): medium. Some elements are present, but they are often generic or not quantified.

Proof and credibility: weak. Public or verifiable evidence is missing; what remains are self-claims or silence.

Luxury codes: there is no clearly punitive tone. To stay luxury-compatible, it is better to link messages to comfort, care, and moments within the stay.

H29) Hotel Villa Franca (HVF) (Positano)

- Environmental sustainability (1–5): Energy 4, Water 4, Waste 4, Governance 5. Total: 17/20
 - Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15
- Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.
- Proof and credibility: good. Verifiable signals are present (for example ISO 14001).
- Luxury codes: sustainability is rich but more technical (policies and certifications). It needs to be translated into service signals to remain luxury-compatible.

H30) Hotel Mediterraneo Sorrento (Sant’Agnello/Sorrento)

- Environmental sustainability (1–5): Energy 5, Water 5, Waste 5, Governance 5. Total: 20/20
 - Territory and experience (1–5): Local economy 4, Heritage 4, Experiential 4. Total: 12/15
- Clarity and specificity (environmental): high. Initiatives and tools are described in a fairly concrete way, beyond generic claims.
- Proof and credibility: good. Verifiable signals are present (for example EMAS, ISO 14001).
- Luxury codes: strong alignment. Sustainability can be communicated discreetly as service quality plus deep connection to the destination.

Excell Tabs

Luxury Hotel Sample

Hotel_ID	Hotel_name	Location_city	Location_region	Context_type	Star_rating	Website_URL	Notes_sampling
H01	Magna Pars, l'Hotel à Parfum	Milano	Lombardia	Art City	5L	https://www.magnapars.it/	
H02	Palazzo Parigi Hotel & Grand Spa	Milano	Lombardia	Art City	5	https://www.palazzoparigi.com	
H03	Palazzo Vecchietti	Firenze	Toscana	Art City	5L	https://www.palazzovecchietti.com	
H04	THE PLACE Firenze	Firenze	Toscana	Art City	5L	https://www.theplacefirenze.com	
H05	Hassler Roma	Roma	Lazio	Art City	5L	https://www.hasslerroma.com/it/	
H06	Villa Spalletti Trivelli	Roma	Lazio	Art City	5	https://www.villaspalletti.it/it/	
H07	Palazzo Ripetta	Roma	Lazio	Art City	5L	https://www.palazzoripetta.com/en/art-e-history.html	
H08	Grand Hotel Parker's	Napoli	Campania	Art City	5L	https://www.grandhotelparkers.it/	
H09	Ca' Sagredo Hotel	Venezia	Veneto	Art City	5L	https://www.casagredohotel.com/it/?gad_campaignid=629783732	
H10	Londra Palace Venezia	Venezia	Veneto	Art City	5L	https://www.londrapalace.com/it/	
H11	Hotel Metropole Venice	Venezia	Veneto	Art City	5L	https://www.hotelmetropole.com	
H12	Borgo San Felice	Chianti, Castelnuovo Berardenga (SI)	Toscana	Rural	5L	https://www.borgosanfelice.com/	
H13	Castelfalfi	Montaione	Toscana	Rural	5L	https://www.castelfalfi.com/it	
H14	Borgo Vescine	Radda in Chianti (SI)	Toscana	Rural	5	https://www.vescine.it/	
H15	Grand Hotel Tremezzo	Lago di Como	Lombardia	Mountain / Lake	5L	https://www.grandhoteltremezzo.com/it/	
H16	Grand Hotel Fasano	Lago di Garda	Lombardia	Mountain / Lake	5L	https://www.ghf.it/it/	
H17	Gardena Grödnerhof Hotel & Spa	Ortisei, Val Gardena (Dolomiti)	Trentino	Mountain / Lake	5L	https://www.gardena.it/it/	
H18	Casa Angelina	Praiano, Costiera Amalfitana	Campania	Coastal / Island	5L	https://www.casangelina.com/it/	
H19	Grand Hotel Excelsior Vittoria	Sorrento	Campania	Coastal / Island	5L	https://excelsiorvittoria.com/it/index.html	
H20	Hotel Santa Caterina	Amalfi	Campania	Coastal / Island	5L	https://www.hotelsantacaterina.it/	
H21	Palazzo Avino	Ravello	Campania	Coastal / Island	5L	https://it.lhw.com/get-inspired/new-hotels/meet-the-staff/what-to-do-in-ravello-with-palazzo-avino	
H22	Le Sirenuse	Positano	Campania	Coastal / Island	5L	https://sirenuse.it/it/	
H23	Il San Pietro di Positano	Positano	Campania	Coastal / Island	5L	https://www.ilsanpietro.com/it/	
H24	Hotel Principe Forte dei Marmi	Forte dei Marmi	Toscana	Coastal / Island	5L	https://www.principefortedelmarmi.com/it/?gad_campaignid=21015437491&gclid=OAAAAYC0dT2OWIqCJusWE373uEAYLUya	
H25	La Serena Hotel Forte dei Marmi	Forte dei Marmi	Toscana	Coastal / Island	5	https://www.laserenahotel.it/it	

Luxury Hotel Sample

Hotel_ID	Hotel_name	Energy_evidence	Water_evidence	Waste_evidence	Governance_evidence	Env_total_score	
H01	Magna Pars, l'Hotel à Parfum	L'hotel è certificato DCA ESG Sustainable da DreamCharme (entrate nel footer del sito), certificazione che valuta oltre 1200 parametri tra cui prestazioni energetiche e gestione tecnica degli impianti. Non sono presenti sul sito sezioni dedicate a politiche specifiche su riduzione di rifiuti, raccolta acque piovane o programmi "save the planet" per gli ospiti: l'evacuazione sulla gestione diretta dell'acqua è quindi implicita e indiretta.	L'impianto geotermico sfrutta l'acqua di falda come vettore energetico, riducendo il fabbisogno di altri fonti ma senza che il sito entri in dettaglio quantitativo su risparmio idrico o acqua. Non sono presenti sul sito sezioni dedicate a politiche specifiche su riduzione di rifiuti, raccolta acque piovane o programmi "save the planet" per gli ospiti: l'evacuazione sulla gestione diretta dell'acqua è quindi implicita e indiretta.	La struttura si dichiara "plastic free" nelle risposte ufficiali sui questionari di sostenibilità (Cvent), con eliminazione della plastica monouso. Il sito istituzionale espone i riferimenti standard a privacy, cookie policy e posizioni Hotel come progetti coerenti e curati dalla famiglia Martone (governance familiare), ma non pubblica al momento un bilancio di sostenibilità scaricabile.	La certificazione DCA ESG (tracciabile via link nel footer) è una certificazione terza parte accreditata ISO/IEC 17066 che valuta in modo strutturato la sostenibilità della struttura (impianti, materiali, layout, manutenzione, ecc.), fornendo un quadro di governance ESG formalizzato. Il sito istituzionale espone i riferimenti standard a privacy, cookie policy e posizioni Hotel come progetti coerenti e curati dalla famiglia Martone (governance familiare), ma non pubblica al momento un bilancio di sostenibilità scaricabile.	4	12
H02	Palazzo Parigi Hotel & Grand Spa	Il progetto architettonico nasce esplicitamente "nell'ottica del benessere ambientale, del risparmio energetico e della qualità degli elementi costruttivi", con uso di materiali certificati e soluzioni per evitare punti termici e problemi di condensazione sulle facciate. Schede tecniche di progetto lo inseriscono tra gli interventi di edilizia sostenibile per il settore alberghiero (focus su involucro performante e qualità energetica complessiva). Nei questionari per meeting planner (Cvent) l'hotel dichiara che una parte dell'energia acquistata proviene da fonti sostenibili, garantita dal fornitore. Il sito non menziona fonti rinnovabili, efficienza energetica, LED, sistemi di controllo dei consumi o altre misure "green".	Sul sito dell'hotel non sono presenti sezioni dedicate alla gestione dell'acqua (nessun riferimento a riduttori di flusso, riuso di acqua piovana, programmi "save the planet" in camera, ecc.). Nei materiali esterni conduttori non emergono politiche ricche distinte oltre alle normali pratiche operative (standard, certificazione ecc.), senza indicatori o obiettivi pubblici specifici.	Nei questionari di sostenibilità per eventi l'hotel dichiara di aver ridotto l'uso di plastica monouso, ad esempio sostituendo i cotton fioc in plastica con bastoncini biodegradabili e adoperando alle linee guida governative di sostituzione della plastica con materiali più sostenibili. Non compaiono però sul sito descrizioni di sistemi strutturali di gestione rifiuti (piattaforme di riduzione, percentuali di raccolta differenziata, programmi su food waste, ecc.).	La governance è visibile solo in forma "minima" (privacy policy, riferimenti sostenibili nel footer, contatti dedicati anche a temi di sostenibilità nei questionari Cvent), ma manca una policy ESG formalizzata e comunicata al pubblico. Non sono presenti report di sostenibilità, bilanci ESG o codici etici pubblici sul sito.	3	7
H03	Palazzo Vecchietti	L'unico riferimento indiretto è alla possibilità di aprire completamente le finestre delle camere, che privilegia ventilazione naturale ma non è esplicito in chiave di risparmio energetico. Le pratiche idriche non sono descritte né sul sito né nelle FAQ di sostenibilità su Cvent (campi lasciati senza risposta).	Nessuna sezione o contenuto dedicato a risparmio idrico, riuso acqua, riduttori di flusso o programmi di cambio biancheria su richiesta. Le pratiche idriche non sono descritte né sul sito né nelle FAQ di sostenibilità su Cvent (campi lasciati senza risposta).	Anche nella sezione "sostenibilità" del questionario Cvent non risultano strategie dichiarate su eliminazione/gestione rifiuti ("nessuna risposta").	Il sito istituzionale è limitato e dai social, privacy policy, cookie e accessibilità, senza obiettivi ambientali o sociali espliciti. The Place Firenze fa parte di The Hospitality Experience, collezione familiare Babini, e ha creato nel 2022 la "Place of Wonders Foundation", a cui vengono donati 5 € per ogni soggiorno per finalità benefiche di studio e progetti educativi sul mestiere d'arte in città d'arte italiane.	1	5
H04	THE PLACE Firenze	Nella sezione Environmental Sustainability l'hotel dichiara di essere impegnato in "energy saving practices" e in operazioni sostenibili per ridurre l'impatto ambientale complessivo. Vengono menzionati l'uso di materiali derivati e riciclati, scelta che riduce consumi ed impatto connessi al ricambio frequente.	La pagina Values and sustainability non specifica politiche mirate sul risparmio idrico (riduttori di flusso, riuso acqua, ecc.) né comunica programmi strutturali su acqua e biodiversità. L'azienda su acqua è quindi implicita e generica, all'interno dell'impegno più ampio a "sustainable operations", senza esempi concreti o indicatori.	L'hotel afferma di adottare "waste reduction and separator" come pratica operativa, con attenzione alla riduzione dei rifiuti e alla raccolta differenziata. Vengono sottointeso l'uso di materiali derivati e riciclati al posto dell'usa e getta, ma non sono riportati dati quantitativi o progetti specifici su food waste o percentuali di riciclo.	Non è pubblicato un bilancio di sostenibilità/ESG sul sito, ma la fondazione viene presentata come parte integrante del modello di ospitalità e responsabilità sociale del gruppo. Sezione Corporate Social Responsibility dedicata al sostegno continuativo al CARES - Centro Assistenza per Bambini Denti e Sordocochi, fondato da Roberto Witt, con descrizione dei programmi di intervento precoce per bambini e famiglie.	3	12
H05	Hassler Roma	Dal sito non compaiono riferimenti a efficienza energetica, fonti rinnovabili, sistemi di controllo dei consumi (LED, BMS, ecc.). Nessuna sezione "environment" o analoghi: l'energia non è formalizzata nella comunicazione verso l'ospite.	Absenza di contenuti specifici su gestione dell'acqua: nessuna menzione a riduttori di flusso, riuso di acqua, programmi di cambio biancheria "on request" o campagne sul risparmio idrico.	Il sito non descrive politiche su riduzione rifiuti, raccolta differenziata, eliminazione plastica monouso o food waste, non ci sono target o dati pubblicati. Pagina Whistleblowing che riceveva la direttiva UE e il decreto legislativo italiano, con canale dedicato per la segnalazione di illeciti. Nel footer: privacy, cookie, careers, ulteriori link di compliance.	La governance comunicata è limitata e dai social, privacy policy, cookie e accessibilità, senza obiettivi ambientali o sociali espliciti. Pagina Gender Equality con una policy formale di parità di genere (rifiuto di discriminazioni, sistema di gestione con KPI, comitato di indirizzo, certificato scaricabile), che struttura la dimensione dei programmi di intervento precoce per bambini e famiglie.	1	8
H06	Villa Spalletti Trivelli	Nessuna menzione a fonti rinnovabili, efficienza energetica, LED, sistemi di controllo dei consumi o certificazioni ambientali; il tema energia non è trattato nella comunicazione.	Nessun riferimento a politiche di risparmio idrico, riuso dell'acqua, riduttori di flusso o programmi di cambio biancheria su richiesta nelle pagine camera, website o vita.	Il sito non cita pratiche di riduzione rifiuti, raccolta differenziata, eliminazione plastica monouso o gestione del food waste, vengono solo menzionati emblemi e servizi in chiave di comfort.	La sostenibilità è inserita nel racconto storico come "bonaccia luxury" pronta all'ambiente, redatta nel 2022 con BMS, 100% LED, materiali "naturali" (tutti made in Italy). Adrisica al UNFCCC Sustainable Tourism e possiede Green Key certification, segnalata esplicitamente nella pagina Art & History nel footer completo anche privacy policy.	1	5
H07	Palazzo Ripetta	Certificazione Green Key con focus su energia ambientale rinnovabile, climatizzazione a basso impatto ambientale, materiali riciclabili. Installazione di Building Management System (BMS), riutilizzo di gas, 100% illuminazione LED, controllo luci e climatizzazione con sensori e sensori (impianto automatico in assenza ospiti o con finestre aperte).	Nella comunicazione pubblica non compaiono politiche idriche dettagliate (riduttori di flusso, riuso acqua, ecc.); l'unico riferimento esplicito alla gestione ambientale dell'hotel passa tramite la certificazione Green Key, che include criteri sui consumi d'acqua, ma senza specificare i dati descritti (consumi, campagne sul risparmio idrico).	Compagnato dagli sprechi alimentari e raccolta differenziata strutturata, come parte delle pratiche ambientali comunicate da VIA Tolomeo per il Green Key Program.	Plastic-free policy e uso di materiali riciclati: key-card in bamboo.	4	16

Luxury Hotel Sample

Hotel_ID	Hotel_name	Location_city	Location_region	Context_type	Star_rating	Website_URL	Notes_sampling
H12	Borgo San Felice	Chianti, Castelnuovo Berardenga (SI)	Toscana	Rural	5L	https://www.borgosanfelice.com/	
H13	Castelfalfi	Montaione	Toscana	Rural	5L	https://www.castelfalfi.com/it	
H14	Borgo Vescine	Radda in Chianti (SI)	Toscana	Rural	5	https://www.vescine.it/	
H15	Grand Hotel Tremezzo	Lago di Como	Lombardia	Mountain / Lake	5L	https://www.grandhoteltremezzo.com/it/	
H16	Grand Hotel Fasano	Lago di Garda	Lombardia	Mountain / Lake	5L	https://www.ghf.it/it/	
H17	Gardena Grödnerhof Hotel & Spa	Ortisei, Val Gardena (Dolomiti)	Trentino	Mountain / Lake	5L	https://www.gardena.it/it/	
H18	Casa Angelina	Praiano, Costiera Amalfitana	Campania	Coastal / Island	5L	https://www.casangelina.com/it/	
H19	Grand Hotel Excelsior Vittoria	Sorrento	Campania	Coastal / Island	5L	https://excelsiorvittoria.com/it/index.html	
H20	Hotel Santa Caterina	Amalfi	Campania	Coastal / Island	5L	https://www.hotelsantacaterina.it/	
H21	Palazzo Avino	Ravello	Campania	Coastal / Island	5L	https://it.lhw.com/get-inspired/new-hotels/meet-the-staff/what-to-do-in-ravello-with-palazzo-avino	
H22	Le Sirenuse	Positano	Campania	Coastal / Island	5L	https://sirenuse.it/it/	
H23	Il San Pietro di Positano	Positano	Campania	Coastal / Island	5L	https://www.ilsanpietro.com/it/	
H24	Hotel Principe Forte dei Marmi	Forte dei Marmi	Toscana	Coastal / Island	5L	https://www.principefortedelmarmi.com/it/?gad_campaignid=21015437491&gclid=OAAAAYC0dT2OWIqCJusWE373uEAYLUya	
H25	La Serena Hotel Forte dei Marmi	Forte dei Marmi	Toscana	Coastal / Island	5	https://www.laserenahotel.it/it	
H26	Capri Tiberio Palace	Capri	Campania	Coastal / Island	5	https://www.capritiberiopallace.it/it/index.php	
H27	Grand Hotel Quisisana	Capri	Campania	Coastal / Island	5L	https://www.quisisana.com/it/index	
H28	Hotel Caesar Augustus	Anacapri	Campania	Coastal / Island	5L	https://www.caesar-augustus.com/it/index	
H29	Hotel Villa Franca (HVF)	Positano	Campania	Coastal / Island	5L	https://www.villafanfranca.it/it/index.php	
H30	Hotel Mediterraneo Sorrento	Sant'Agnello/Sorrento	Campania	Coastal / Island	5	https://www.mediterraneosorrento.com/it	

Luxury Hotel Sample

Hotel_ID	Hotel_name	Energy_evidence	Water_evidence	Waste_evidence	Governance_evidence	Env_total_score	
H08	Grand Hotel Parker's	Le nostre carte magnetiche realizzate in bambù, sono biodegradabili. Conosciamo insieme alle tradizioni etniche al momento del sermone, vengono usate per attivare il sistema elettrico della camera, così da monitorare il risparmio energetico dell'ambiente. Biodiete tradizionali e etniche, monoprodotto coltivati con un Ajo. Nel nostro garage potrai comodamente ricaricare la tua auto elettrica.	I nostri prodotti di pulizia sono certificati con il minore grado di inquinamento possibile (senza ammoniaca, candeggina, ecc.). Chiediamo sempre ai nostri gentili ospiti di partecipare attivamente richiedendo di riutilizzare meno carta biancheria spazzata.	Riduzione di carta e plastica: uso di carta riciclata certificata dal partner o impiego dichiarato a ridurre l'uso di plastica. Colazione à la carte: ogni piatto è preparato al momento per ridurre gli sprechi degli buffet.	certificazioni internazionali ISO (International Standards Organization ISO) che ha documentato la qualità della gestione e ISO 14001 quale certificazione ambientale	4	14
H09	Ca' Sagredo Hotel	Il sito non menziona fonti rinnovabili, efficienza energetica, LED, né sistemi di gestione dei consumi (BMS, illuminazione, ecc.). Nel Protocollo Accoglienza Sicura si parla solo di sanificazione (marchiatura Au Png, prodotti Ecobal, sanificazione costante del filo dell'ascia condizionata ma non a carico di risparmio energetico).	Nessuna sezione o contenuto dedicato alla gestione dell'acqua (nessun riferimento a riduttori di flusso, riuso di acqua piovana, programmi di cambio biancheria "on request"). Anche il protocollo sanificazione si concentra su igiene e disinfezione, non su riduzione dei consumi idrici.	Non sono pubblicati report di sostenibilità, bilanci ESG, codici etici o policy ambientali/sociali strutturate. Ca' Sagredo è parte della serie di eventi sulla sostenibilità nel settore alberghiero, ad esempio il convegno "Riduzione della plastica e sostenibilità nel settore alberghiero" promosso da Plastic Free Venice Legation, Venetia e Associazione VeneziaAmbienteAberghiero.	La partecipazione come sede a eventi di rilievo su sostenibilità (riduzione plastica, premi ambientali) segnala una certa sensibilità, ma non è tradotta in un quadro di governance ESG dichiarato. Ha ospitato anche eventi a premi legati alla sostenibilità ambientale e protezione dei mari (Ocean Sea Foundation Award, Better World Fund legato agli SDG), ma in qualità di venue, non come presentazione di proprie politiche rifiuti.	1	5
H10	Londra Palace Venezia	Adesione al protocollo di sostenibilità "Hotel Rifiuti Zero", che prevede monitoraggio e riduzione dei consumi energetici e delle relative emissioni di CO ₂ . Nel 2023 ha ridotto le emissioni di CO ₂ del 10%, grazie a elettricità, acqua, gas e rifiuti, pari a 38.000 kg di CO ₂ e meno.	L'hotel dichiara di evitare gli sprechi idrici e di monitorare e ridurre i consumi d'acqua come parte del protocollo "Hotel Rifiuti Zero".	Adozione del protocollo "Hotel Rifiuti Zero", con obiettivo di riduzione di tutti i rifiuti e di raccolta differenziata spinta. Nel corso dell'ultimo anno ha ridotto la produzione di rifiuti di circa il 25% o implementato processi di riciclo per tutto ciò che è riciclabile, insieme al massimo l'uso di plastica e contenitori monodose.	L'impegno ambientale è formalizzato nella sezione "Sostenibilità Ambientale", con obiettivi espliciti su rifiuti, consumi idrici ed energetici e riduzione delle emissioni di CO ₂ . A livello di governance aziendale sono presenti nel footer whistleblowing, policy di comunicazione e privacy, riferimenti alla società S.P.L.A. Spa che gestisce l'hotel.	4	18
H11	Hotel Metropole Venice	Nessuna informazione specifica su efficienza energetica, rinnovabili, riduzione consumi e certificazioni ambientali. La comunicazione si concentra su atmosfera, comfort, spa con piscina di acqua calda, ma senza riferimenti all'impatto energetico.	Nessuna menzione di politiche di risparmio idrico (riduttori/soffioni efficienti, riuso, riduzione lavaggio biancheria). L'acqua compare solo come elemento tecnico (acqua, spa) e come logistica di accesso via taxi/acqua.	Non emergono dal sito indicazioni su raccolta differenziata, riduzione plastica monouso, recupero alimentare o altre pratiche strutturate di gestione rifiuti.	In fondo al sito sono presenti privacy policy e canale di whistleblowing, che indicano attenzione alla compliance e alla trasparenza organizzativa, ma non collegati esplicitamente alla sostenibilità. L'hotel è partner dell'associazione ambientalista We Are Venice, che lavora su salvaguardia della laguna e collaborazione e raccontata in un articolo del Metropolitan Journal, ma non tradotta in obiettivi o indicatori per la struttura. Il sito presenta la sostenibilità come "essential role" e pilastro del Manifesto Relais & Châteaux, integrato nelle operazioni quotidiane del resort.	3	8
H12	Borgo San Felice	Adozione del protocollo "Hotel Rifiuti Zero" con uso di energia 100% rinnovabile. Presenza di Tesla charging station e disponibilità di e-bike e mountain bike per gli ospiti a basse emissioni dagli ospiti.	Lavaggio biancheria a basso impatto ambientale certificato EU ECOLABEL, che implica riduzione di consumi idrici e di detersivi inquinanti.	Uno di linea coretica naturale ed economia circolare, per ridurre sprechi e packaging.	Relais & Châteaux le ha assegnato il "Sustainability 2022 Trophy" per il progetto di signature sociale "Ajo e Chia Felici". Il Sustainability Manifesto include una sezione "Governance" e il percorso verso una leadership sostenibile è supportato dal Management Team e, dal 2023, da un Sustainability Manager incaricato di garantire risultati economici crescenti al tempo stesso "valor" sociale e ambientale.	5	19
H13	Castelfalfi	Dal 2016 è attivo un controllo a bombolesina alimentare a cappotto di legno con due generatori da 500 W e un chiller aria-acqua da 1,2 MW che fornisce energia termica per riscaldamento/raffreddamento alle maggior parte degli edifici del borgo. L'Environmental Policy dichiara l'uso di principi di green building nel restauro della casa colonica e l'obiettivo di ridurre del 10% i consumi elettrici e termici rispetto al 2018, garantendo basse emissioni di CO ₂ grazie a impianti moderni. In camera sono fornite informazioni per sensibilizzare gli ospiti su risparmio energetico e consumo d'acqua nel lavaggio di asciugamani e lenzuola.	L'acqua potabile viene trattata in tre fasi (filtrazione, trattamento, remineralizzazione) e distribuita tramite serbatoi a rete di condotti, con controllo delle perdite tramite verifiche regolari. L'irrigazione (pigi vigneti, uliveti, tenute) utilizza acqua piovana raccolta in 7 laghi artificiali circostanze, monitorati da sensori e gestiti con pompe e sistema di irrigazione, è presente un sistema fognario e depurativo proprio con due unità indipendenti e impianti locali per gli edifici non collegati al sistema. In camera sono fornite informazioni per sensibilizzare gli ospiti su risparmio energetico e consumo d'acqua nel lavaggio di asciugamani e lenzuola.	Il resort è autofornito per acqua potabile e imputa grazie a un sistema di pozzi, laghi artificiali e impianto di potabilizzazione all'acquedotto. L'acqua potabile viene trattata in tre fasi (filtrazione, trattamento, remineralizzazione) e distribuita tramite serbatoi a rete di condotti, con controllo delle perdite tramite verifiche regolari. L'irrigazione (pigi vigneti, uliveti, tenute) utilizza acqua piovana raccolta in 7 laghi artificiali circostanze, monitorati da sensori e gestiti con pompe e sistema di irrigazione, è presente un sistema fognario e depurativo proprio con due unità indipendenti e impianti locali per gli edifici non collegati al sistema. In camera sono fornite informazioni per sensibilizzare gli ospiti su risparmio energetico e consumo d'acqua nel lavaggio di asciugamani e lenzuola.	La "Sostenibilità Manifesto" include una sezione "Governance" e il percorso verso una leadership sostenibile è supportato dal Management Team e, dal 2023, da un Sustainability Manager incaricato di garantire risultati economici crescenti al tempo stesso "valor" sociale e ambientale. L'Environmental Policy afferma l'impegno a limitare il più possibile i rifiuti, utilizzando materiali compostabili e separando diverse frazioni di rifiuto. L'azienda dichiara di operare nel rispetto delle leggi di standard etici elevati, con procedure per la segnalazione di illeciti e incoraggiando i dipendenti a rivolgere a superiori o manager, nel sito il presente un canale di whistleblowing. L'Environmental Policy descrive un Environment Team che si riunisce trimestralmente, faa obiettivi (es. -10% consumi gestione termica come acquisiti sostenibili, tutte dai dati umani e dei metri, parte di genere, formazione continua del	5	19

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9	H09	Grand Hotel Parkers	La nostra carta magnetica realizzata in bambù, sono biodegradabile. Consigliamo inoltre alle tradizionali stampe al momento dell'arrivo, vengono usate per attivare il sistema elettrico della camera, così da minimizzare il risparmio energetico dell'ambiente. Riciclare tradizionali e alternative, monoperforati riutilgabili con un Ape. Nel nostro garage potrai comodamente ricaricare la tua auto elettrica.	I nostri prodotti di pulizia sono certificati con il minor grado di inquinamento ottenuto al tempo stesso in un alto livello di qualità. Chiediamo ai nostri ospiti di partecipare attivamente ricorrendo al riciccolo meno carta bianchiera superflua.	3	Riduzione di carta e plastica: uso di carta riciclata certificata dai partner e recupero (letterine e ricami) i fusti di plastica. Dedicato a Le carte: ogni piatto è preparato al momento per ridurre gli sprechi tipici dei buffet.	3	Organizzazione Internazionale ISO (International Standards Organization) 9001 che ha documentato la qualità della gestione e la conformità alla Carta.	4	14	Env_total_score
10	H09	Ca' Sagredo Hotel	Il sito non menziona fonti rinnovabili, efficienza energetica, LED, né sistemi di gestione dei consumi (BMS, termoregolazione, ecc.) Nel Protocollo Accoglienza Sicura è parlo stato di sanificazione (macchinario Au Fog, prodotti EcoLab, sanificazione costante del filo dell'aria condizionata) ma non in ottica di risparmio energetico.	Nessuna sezione o contenuto dedicato alla gestione dell'acqua: nessun riferimento a riduttori di flusso, riuse di acqua piovana, gestione di piscine (non presenti) o politiche su contenitori bianchiera/sterilizzazione.	1	Ca' Sagredo è però sede di eventi sulla sostenibilità nel settore alberghiero, ad esempio il convegno "Riduzione della plastica e sostenibilità nel settore alberghiero" promosso da Plastic Free Venice Lagoon, Veneta e Associazione VeneziaAmbiente. Ha ospitato anche eventi e premi legati a sostenibilità ambientale e protezione dei mari (Ocean Sea Foundation Award, Better World Fund legato agli SDG), ma in qualità di venue, non come presentatrice di nuove politiche rifiuti.	1	Non sono pubblicati report di sostenibilità, bilanci ESG, codici etici o privacy ambientalismo certificati. La governance comunicata è minima: dai sociati (Ca' Sagredo Venezia srl), privacy, cookie policy, protocollo sicurezza sanitaria.	2	5	
11	H10	Londra Palace Venezia	Adesione al protocollo di sostenibilità "Hotel Rifuz Zero", che prevede monitoraggio e riduzione dei consumi energetici e delle relative emissioni di CO2. Nel 2023 ha ridotto le emissioni di CO2 del 10% legate a elettricità, acqua, gas e rifiuti, pari a 59.000 ton di CO2 in meno.	L'hotel dichiara di seguire gli sprechi ridotti e di monitorare e ridurre i consumi d'acqua come parte del protocollo "Hotel Rifuz Zero".	4	Adozione del protocollo "Hotel Rifuz Zero", con obiettivi di riduzione di tutti i rifiuti e di raccolta differenziata spinta. Nel corso dell'ultimo anno ha ridotto la produzione di rifiuti di circa il 25% e implementato il sistema Fusi di plastica e contenitori monodose.	4	L'impegno ambientale è formalizzato nella sezione "Sostenibilità Ambientale", con obiettivi specifici su rifiuti, consumi idrici ed energetici e riduzione delle emissioni di CO2. A livello di governance aziendale sono presenti nel footer whistleblowing policy di comunicazione e privacy, orientati alla società di P.L.I.A. S.p.A. che gestisce l'hotel. L'hotel è definita indipendente e gestione familiare (famiglia Segantini), con forte enfasi sulla cura dei dettagli e sulla "identità" del luogo, ma senza esplicitare una governance ESG formale.	5	18	
12	H11	Hotel Metropole Venice	Nessuna informazione specifica su efficienza energetica, rinnovabili, riduzione consumi o certificazioni ambientali. La comunicazione si concentra su comodità, comfort, spa con piscina di acqua calda, ma senza riferimenti all'impatto ambientale.	Nessuna menzione di politiche di risparmio idrico (substituiti/trasferti efficienti, riuso, riduzione lavaggio biancheria). L'acqua compare solo come elemento tecnologico (piscina, spa) e come logistica di accesso via taxi/autobus.	1	Non emergono dati sito industriali su raccolta differenziata, riduzione plastica monouso, recupero alimentare o altre pratiche strutturate di gestione rifiuti.	1	Non emergono dati sito industriali su raccolta differenziata, riduzione plastica monouso, recupero alimentare o altre pratiche strutturate di gestione rifiuti.	3	6	
13	H12	Borgo San Felice	Adesione al protocollo "Hotel Rifuz Zero" con uso di energia 100% rinnovabile certificata in dettaglio. Presenza di Tesla charging station e disponibilità di e-bike e mountain bike per la mobilità a basse emissioni degli ospiti.	Lavoraggio biancheria a basso impatto ambientale certificato EU ECOLABEL, che implica riduzione di consumi idrici e di detergenti inquinanti.	4	Adesione al protocollo "Hotel Rifuz Zero" / Zero Waste Hotel, con focus su riduzione rifiuti e plastica monouso. Uso di linea connessa naturale ad economia circolare, per ridurre sprechi e packaging.	5	In footer compaiono Code of Conduct, Vendor Code of Conduct, Whistleblowing Policy e Modello Organizzativo (MOC) legati al gruppo EMAS, che strutturano la governance etica e di compliance. Relais & Châteaux ha in assegnato il "Sustainability 2022 Trophy" per il progetto di agricoltura sociale "As a One Farm". Il Sustainability Manifesto include una sezione "Governance" il personale verso una leadership sostenibile e supportato dal Management Team e, dal 2023, da un Sustainability Manager incaricato di gestire risultati economici creando il valore stesso "Virtuosi" sociale o ambientale.	5	19	
14	H13	Castelfi	Da 2016 è attivo una centrale a biomassa alimentata a coperto di legno con due generatori da 300 kW e un chiller aria-acqua da 1,2 MW che forniscono energia termica per riscaldamento/raffrescamento alla maggior parte degli edifici del luogo. L'Environmental Policy dichiara l'uso di principi di green building nel restauro delle case coloniali e l'obiettivo di ridurre del 10% i consumi elettrici e termici rispetto al 2018, garantendo basse emissioni di CO2 grazie a impianti moderni.	L'acqua potabile viene trattata in tre fasi (filtrazione, trattamento, remineralizzazione) e distribuita tramite serbatoi e rete di condotti, con controllo delle perdite tramite verifiche regolari. L'irrigazione (fog, vigneti, uliveti, vigneti) utilizza acqua piovana raccolta in 77 laghi artificiali interconnessi, monitorati da sensori e gestiti con pompe a sistema di telecontrollo, è presente un sistema agricolo di irrigazione a goccia con due canali idraulici e impianti locali per gli ospiti non connessi al cantiere. In camera sono fornite informazioni per sensibilizzare gli ospiti su risparmio energetico e consumo d'acqua nel lavaggio di asciugamani e lenzuola.	5	L'Environmental Policy afferma l'impegno a limitare il più possibile i rifiuti, utilizzando materiali compatibili e separando diverse frazioni di rifiuto. Vengono scoraggiati l'uso della plastica nelle aree per dipendenti e ospiti, la creazione dell'off-lodging permette di integrare l'offerta gestimentale con verdure BIO della tenuta, riducendo imballaggi e food miles. L'Environmental Policy descrive un Environment Team che si riunisce trimestralmente, fino obiettivi (es. -10% consumi), gestione testi come acquisti sostenibili, lista dei clienti amici e menu, parità di genere, formazione continua del personale.	4	L'azienda dichiara di operare nel rispetto della legge e di standard etici elevati, con procedure per la segnalazione di illeciti e incoraggiando i dipendenti a segnalare i superflui e i manager; sul sito è presente un canale di whistleblowing. L'Environmental Policy descrive un Environment Team che si riunisce trimestralmente, fino obiettivi (es. -10% consumi), gestione testi come acquisti sostenibili, lista dei clienti amici e menu, parità di genere, formazione continua del personale.	5	19	

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22	H21	Palazzo Avino	La scheda "no-friendly hotel" indica che il palazzo è molto attento ai consumi energetici e adotta misure per limitarli, pur senza andare ai dettagli tecnici su impianti o quote dei rinnovabili. Non risultano sul sito ufficiali report energetici o certificazioni ambientali specifiche (es. ISO 14001, Green Key).	L'hotel dispone di un proprio impianto di stoccaggio e riciclo dell'acqua che utilizza le acque grigie per l'irrigazione dei giardini e delle fontane. Le camere sono dotate di docce a basso flusso (low-flow showers) per ridurre il consumo idrico. Sul sito non compaiono politici dettagliate sui cambi biancheria o target quantitativi di riduzione.	2	La scheda "no-friendly hotel" indica che il palazzo è molto attento ai consumi energetici e adotta misure per limitarli, pur senza andare ai dettagli tecnici su impianti o quote dei rinnovabili. Non risultano sul sito ufficiali report energetici o certificazioni ambientali specifiche (es. ISO 14001, Green Key).	2	L'hotel dispone di un proprio impianto di stoccaggio e riciclo dell'acqua che utilizza le acque grigie per l'irrigazione dei giardini e delle fontane. Le camere sono dotate di docce a basso flusso (low-flow showers) per ridurre il consumo idrico. Sul sito non compaiono politici dettagliate sui cambi biancheria o target quantitativi di riduzione.	3	11
23	H22	La Sirena	La pagina "Commitment to Sustainability" parla di un percorso per "minimizzare l'impronta ambientale" e monitorare l'impatto tramite valutazioni periodiche e benchmark, ma non cita misure tecniche specifiche su energia (rinnovabili, LED, pompe di calore, ecc.).	Nella pagina Sustainability nel le altre sezioni descrivono in modo dettagliato politiche di risparmio idrico (induttori, riuse acque, gestione lavanderia/lastrina).	3	La pagina Sustainability parla di un percorso per "minimizzare l'impronta ambientale" e monitorare l'impatto tramite valutazioni periodiche e benchmark, ma non cita misure tecniche specifiche su energia (rinnovabili, LED, pompe di calore, ecc.).	3	Nel Journal si parla della cura delle moltissime piante in vaso (controllo irrigazione, protezione dai geli), ma è più una narrazione botanica che una policy di water management dell'hotel. Nel footer compaiono pagine Company (dati di La Sirena S.p.A.), Whistleblowing, Privacy e Informatica GDPR, che mostrano un minimo di infrastruttura di compliance e canali formali di segnalazione.	2	11
24	H23	Il San Pietro di Pioberto	Sistema di Gestione Ambientale certificato ISO 14001:2015, attivo dal 2002 e rinnovato nel 2023, con impegno esplicito al monitoraggio dei consumi energetici e all'uso di processi energy-saving e di apparecchiature ad alta efficienza.	Nella politica ambientale l'hotel si impegna al controllo, monitoraggio e misurazione dei consumi di acqua e alla valutazione periodica degli impatti ambientali delle attività. Non sono però comunicate azioni specifiche (come il riutilizzo delle acque, riutilizzo di acque grigie) o obiettivi di riduzione dei consumi.	5	Sistema di Gestione Ambientale certificato ISO 14001:2015, attivo dal 2002 e rinnovato nel 2023, con impegno esplicito al monitoraggio dei consumi energetici e all'uso di processi energy-saving e di apparecchiature ad alta efficienza. La scheda principale è descritta come una delle più avanzate ed ecologiche al mondo. Usa etichette con macchinari collegati a un sistema computerizzato che ne ottimizza la presenza, a supporto di una "sustainable gastronomy". L'hotel è partner dell'associazione ambientalista "We are Venice", che lavora su salvaguardia della laguna, la collaborazione è riconosciuta in un articolo del Manifesto Journal, ma non tradotto in obiettivi misurabili per la struttura. Il sito presenta la sostenibilità come "essenziale" e al posto del Manifesto Relais & Châteaux, integra nella pagina del Manifesto Relais & Châteaux, integrata nella pagina del Manifesto Relais & Châteaux.	5	Nella politica ambientale l'hotel si impegna al controllo, monitoraggio e misurazione dei consumi di acqua e alla valutazione periodica degli impatti ambientali delle attività. Non sono però comunicate azioni specifiche (come il riutilizzo delle acque, riutilizzo di acque grigie) o obiettivi di riduzione dei consumi. L'hotel è partner dell'associazione ambientalista "We are Venice", che lavora su salvaguardia della laguna, la collaborazione è riconosciuta in un articolo del Manifesto Journal, ma non tradotto in obiettivi misurabili per la struttura. Il sito presenta la sostenibilità come "essenziale" e al posto del Manifesto Relais & Châteaux, integra nella pagina del Manifesto Relais & Châteaux, integrata nella pagina del Manifesto Relais & Châteaux.	4	17
25	H24	Hotel Principe Francesco dei Marmi	Uso di fonti rinnovabili e dispositivi ad alta efficienza. Il Journal indica impegno per la produzione di energia rinnovabile, sistemi di abbattimento di odori e controllo centralizzato della climatizzazione per ottimizzare i consumi. La Sustainability Policy ribadisce l'uso di energia rinnovabile e tecnologie efficienti. La Sustainability Policy afferma che l'hotel limita i consumi d'acqua attraverso tecnologie efficienti e sensibilizzazione di staff e ospiti. Presenza di colonnine di ricarica per auto elettriche (4 charging station) indicate nel Sustainability Report.	Articolo sul Journal: piano "Reduce, reuse, recycle" con eliminazione del packaging monouso a favore di contenitori riutilizzabili. Incremento della raccolta differenziata in tutto l'hotel. Riduzione sprechi come parte della strategia verso gli standard GSTC. Sustainability Policy: impegno esplicito a ridurre i materiali e ridurre la produzione di rifiuti, integrato nel Sistema di Gestione Ambientale.	5	Uso di fonti rinnovabili e dispositivi ad alta efficienza. Il Journal indica impegno per la produzione di energia rinnovabile, sistemi di abbattimento di odori e controllo centralizzato della climatizzazione per ottimizzare i consumi. La Sustainability Policy ribadisce l'uso di energia rinnovabile e tecnologie efficienti. La Sustainability Policy afferma che l'hotel limita i consumi d'acqua attraverso tecnologie efficienti e sensibilizzazione di staff e ospiti. Presenza di colonnine di ricarica per auto elettriche (4 charging station) indicate nel Sustainability Report.	5	Nel Journal ("A PPMCM è l'uso incontra la sostenibilità") l'hotel dichiara pratiche avanzate per "non sprepare nemmeno una goccia d'acqua", includendo cambio flessibile della biancheria, irrigazione ottimizzata e indicatori agli ospiti per una responsabile gestione delle risorse idriche, supportate da formazioni interne. La Sustainability Policy afferma che l'hotel limita i consumi d'acqua attraverso tecnologie efficienti e sensibilizzazione di staff e ospiti. Presenza di colonnine di ricarica per auto elettriche (4 charging station) indicate nel Sustainability Report.	5	20
26	H25	La Sirena Hotel Forte dei Marmi	Sul sito non compaiono sezioni o claim relativi a energia, riduzione dei consumi, limiti rinnovabili, impianti ad alta efficienza o colonne di monitoraggio. La comunicazione è interamente centrata su design, comfort e arte. Non vengono comunicate misure specifiche su efficienza energetica (illuminazione LED, sistemi di gestione energia, fonti rinnovabili) né certificazioni ambientali, la comunicazione è interamente orientata alla riduzione dei consumi.	Una sezione esplicita su risparmio idrico (induttori, riuso, gestione lavanderia/lastrina) è comunicata nelle pagine ufficiali. Una sezione esplicita sulla presenza di acqua filtrata sempre disponibile in hotel, presentata come scelta sostenibile e conveniente per gli ospiti (acqua di bottiglia).	1	Sul sito non compaiono sezioni o claim relativi a energia, riduzione dei consumi, limiti rinnovabili, impianti ad alta efficienza o colonne di monitoraggio. La comunicazione è interamente centrata su design, comfort e arte. Non vengono comunicate misure specifiche su efficienza energetica (illuminazione LED, sistemi di gestione energia, fonti rinnovabili) né certificazioni ambientali, la comunicazione è interamente orientata alla riduzione dei consumi.	1	Nessuna politica esplicita su risparmio idrico (induttori, riuso, gestione lavanderia/lastrina) è comunicata nelle pagine ufficiali. Una sezione esplicita sulla presenza di acqua filtrata sempre disponibile in hotel, presentata come scelta sostenibile e conveniente per gli ospiti (acqua di bottiglia).	1	5
28	H27	Grand Hotel Quarenna	Partnership con Viniles per l'installazione di un impianto fotovoltaico "solar black" integrato nella struttura, che migliora l'efficienza.	Il sito non esplicita politiche specifiche di gestione dell'acqua.	4	Partnership con Viniles per l'installazione di un impianto fotovoltaico "solar black" integrato nella struttura, che migliora l'efficienza.	4	Il sito non esplicita politiche specifiche di gestione dell'acqua.	3	Converti in tabella

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15	H14	Borgo Valsusa	Nelle decisioni camera e site che i minimi sono progettati per ridurre i consumi energetici. Borgo Valsusa Presenza di colonnine di ricarica per veicoli elettrici i servizi dell'hotel. Non sono indicate fonti rinnovabili o target quantitativi di efficienza. L'hotel dichiara di perseguire una "zero-friendly impact policy" basata su riduzione, riuse e riciclo, con attenzione alla salute dell'ambiente e del lago.	Non ci sono pagine dedicate alla gestione delle risorse idriche: l'unico riferimento indiretto è l'uso di bottiglie in vetro riutilizzate quotidianamente in camera, con il classico. L'hotel afferma di impegnarsi in pratiche di conservazione dell'acqua.	2	In tutte le tipologie di camera viene esplicitata che sono stati eliminati gli arnesi in plastica e in plastica (prodotti bagno sono forniti in packaging riciccolato o "presented without single-use plastic"). Bottiglia d'acqua in vetro nella lavanderia service, per diminuire imballaggi e sprechi. Non si parla di raccolta differenziata o obiettivi sul rifiuto in generale.	3	Il sito presenta la sostenibilità come impegno valoriale (es. "commitment to sustainable practices in wine production and gastronomy", "organic agriculture") ma non menziona codici etici, report ESG, né certificazioni ambientali formali. L'hotel è una struttura indipendente, di proprietà familiare, con una visione dichiarata sulla sostenibilità (zero-friendly impact policy) ma senza report ESG pubblici o obiettivi misurabili comunicati online.	2	9		
16	H15	Grand Hotel Tremezzo	È stato installato un sistema a pompa che utilizza l'acqua fredda degli stagni profondi del lago per il raffrescamento dell'edificio, riducendo il ricorso a sistemi di climatizzazione tradizionali ad alto consumo energetico. Investimento in materiali naturali e partnership con Aveda per prodotti a basso impatto. Restituzione in nuovi macchinari termocombusti. l'intera hotel è ora riciccolato e raffrescato a pompe di calore di ultima generazione che usano solo energia elettrica, eliminando emissioni da gaspeltano.	La politica "Reduce, reuse, recycle" è esplicita come valore di sostenibilità di riferimento. La boutique "Santini di Lario" propone biancheria in fibra di legno proveniente da foreste certificate e capi realizzati con tessuti organici (es. Bioregy), segnalando attenzione ai materiali sostenibili e alla riduzione degli imballaggi superflui, ma a livello descrittivo più che rendicontivo.	4	La boutique "Santini di Lario" propone biancheria in fibra di legno proveniente da foreste certificate e capi realizzati con tessuti organici (es. Bioregy), segnalando attenzione ai materiali sostenibili e alla riduzione degli imballaggi superflui, ma a livello descrittivo più che rendicontivo.	3	È affiliato a Preferred Hotels & Resorts e appare su piattaforme di prenotazione. La comunicazione è interamente orientata a design, ristorante, SPA e posizione, senza riferimenti alla riduzione dei consumi.	5	14		
17	H16	Grand Hotel Fasano	Accordo con il fornitore A2A per energia elettrica 100% da fonti rinnovabili, il risparmio è presentato come "scelta sostenibile". Nessuna sezione "sustainability" sul sito, ma nelle schede partner l'hotel risulta dotato di pannelli solari come dotazione dell'edificio. In un articolo su Relais & Châteaux l'hotel è citato tra le strutture che lavorano su risparmio energetico come parte delle iniziative ambientali della catena.	Sul sito non ci sono indicazioni specifiche su risparmio idrico (induttori, riuse, gestione lavanderia o piscine) né obiettivi quantitativi. La comunicazione è quasi tutta orientata al benessere: piscina coperta, spa, ristorante, servizi, ampia area spa e zona "La forza dell'acqua" nella spa.	1	La politica "Reduce, reuse, recycle" è esplicita come valore di sostenibilità di riferimento. La boutique "Santini di Lario" propone biancheria in fibra di legno proveniente da foreste certificate e capi realizzati con tessuti organici (es. Bioregy), segnalando attenzione ai materiali sostenibili e alla riduzione degli imballaggi superflui, ma a livello descrittivo più che rendicontivo.	2	Non vengono però menzionati esplicitamente sistemi di risparmio idrico (induttori, riuse, gestione lavanderia o piscine) né obiettivi quantitativi. La comunicazione è quasi tutta orientata al benessere: piscina coperta, spa, ristorante, servizi, ampia area spa e zona "La forza dell'acqua" nella spa.	2	9		
18	H17	Gardena Godthorpe Hotel & Spa	La scheda della destinazione indica anche obiettivi per auto elettriche (colonne di ricarica). In un articolo su Relais & Châteaux l'hotel è citato tra le strutture che lavorano su risparmio energetico come parte delle iniziative ambientali della catena.	Non vengono però menzionati esplicitamente sistemi di risparmio idrico (induttori, riuse, gestione lavanderia o piscine) né obiettivi quantitativi. La comunicazione è quasi tutta orientata al benessere: piscina coperta, spa, ristorante, servizi, ampia area spa e zona "La forza dell'acqua" nella spa.	1	La scheda della destinazione indica anche obiettivi per auto elettriche (colonne di ricarica). In un articolo su Relais & Châteaux l'hotel è citato tra le strutture che lavorano su risparmio energetico come parte delle iniziative ambientali della catena.	1	Non vengono però menzionati esplicitamente sistemi di risparmio idrico (induttori, riuse, gestione lavanderia o piscine) né obiettivi quantitativi. La comunicazione è quasi tutta orientata al benessere: piscina coperta, spa, ristorante, servizi, ampia area spa e zona "La forza dell'acqua" nella spa.	1	5		
19	H18	Casa Angiola	Programma "Laundry" gli ospiti possono riutilizzare asciugamani e lenzuola lasciando un biglietto "Riuse", per ridurre consumi idrici e raffrescamento dell'hotel. È indicato come hotel "fully sustainable" e Sustainability Leader in "The Leading Hotels of the World", tutti elementi riportati in certificazione GSTC (Global Sustainable Tourism Council), con focus su efficienza energetica. 40% dell'energia da fonti rinnovabili, con impegno dichiarato ad aumentare la quota nei prossimi anni. Certificazione ISO 14001 (ambiente) da molti anni e ISO 9001 (qualità) (risorsa da UNV), a supporto di un sistema di gestione strutturato.	Programma "Laundry" gli ospiti possono riutilizzare asciugamani e lenzuola lasciando un biglietto "Riuse", per ridurre consumi idrici e raffrescamento dell'hotel. Programma "Skip Room Cleaning" gli ospiti possono rinunciare alla pulizia generale, con un risparmio stimato di circa 100 € di acqua al giorno. Tutta l'acqua per irrigare il parco è di auto proviene da fonti naturali. La scheda Michelin segnala che l'hotel misura e riduce lo spreco d'acqua, confermando una gestione responsabile della risorsa idrica.	5	Programma "Laundry" gli ospiti possono riutilizzare asciugamani e lenzuola lasciando un biglietto "Riuse", per ridurre consumi idrici e raffrescamento dell'hotel. Programma "Skip Room Cleaning" gli ospiti possono rinunciare alla pulizia generale, con un risparmio stimato di circa 100 € di acqua al giorno. Tutta l'acqua per irrigare il parco è di auto proviene da fonti naturali. La scheda Michelin segnala che l'hotel misura e riduce lo spreco d'acqua, confermando una gestione responsabile della risorsa idrica.	5	Programma "Laundry" gli ospiti possono riutilizzare asciugamani e lenzuola lasciando un biglietto "Riuse", per ridurre consumi idrici e raffrescamento dell'hotel. Programma "Skip Room Cleaning" gli ospiti possono rinunciare alla pulizia generale, con un risparmio stimato di circa 100 € di acqua al giorno. Tutta l'acqua per irrigare il parco è di auto proviene da fonti naturali. La scheda Michelin segnala che l'hotel misura e riduce lo spreco d'acqua, confermando una gestione responsabile della risorsa idrica.	5	Linea condotta ecologica: partnership con Aesop, prodotti cruelty-free e packaging "earth friendly", per ridurre l'impatto dei rifiuti. Uso di prodotti per la pulizia privi di sostanze chimiche aggressive, mano impattanti su ambiente e salute. Percorso verso hotel plastic-free: eliminazione delle bottiglie in plastica, consumo non plastico, lenzuola biodegradabili, sacchetti di carta riciclabili, sostituzione di detersivi, creme e informazioni cartacee con tablet e contenuti online. Codice Etico formalizzato (parte del Modello Organizzativo 231) approvato dal CdA nel 2024, con principi di legalità, trasparenza, tutela dell'ambiente, dell'umanità, gestione del rischio e sistema di controllo interno, include anche procedure di whistleblowing pubblicate sul sito. Certificazione ISO 14001 e ISO 9001 e certificazione GRAC STAR per i protocolli di pulizia e manutenzione, a conferma di un approccio operativo standardizzato e verificato da terzi parti. La proprietà è di Grande Abate Felice Maria S.p.A., controllata dalla famiglia Fiorentino (quinta generazione), con valori etici espliciti nel Codice Etico e forte continuità di governance familiare. L'hotel è presentato come impresa familiare storica, gestita direttamente dalla famiglia Cambarelli da generazioni: ciò è ribadito nella sezione "A family story" e da varie fonti editoriali. Non sono pubblicati sul sito codici etici, politiche di sostenibilità o impegni formali su dati, umani, ambientali.	5	19
20	H19	Grand Hotel Excelsior Verona	Principi di gestione per climatizzazione e acqua calda e sistema di controllo che regola automaticamente la temperatura in assenza dell'utente, progetto di conversione a LED di tutte le aree comuni e back-office. Michelin indica uso di energia rinnovabile, sistemi di riscaldamento/raffrescamento a biomassa e illuminazione a risparmio energetico, oltre a colonnine di ricarica per veicoli elettrici. Non esiste sul sito una sezione dedicata a energia, emissioni o affermazioni (nessuna menzione di rinnovabili, LED, certificazioni ambientali).	L'ampio piscina di acqua di fiume di Biadene Chiusa utilizza acqua salata, riducendo l'uso di acqua dolce per la balneazione. L'attività su Sanfelice e l'installazione dell'hotel che sistemi di raccolta dell'acqua piovana come parte della strategia di sostenibilità.	5	Principi di gestione per climatizzazione e acqua calda e sistema di controllo che regola automaticamente la temperatura in assenza dell'utente, progetto di conversione a LED di tutte le aree comuni e back-office. Michelin indica uso di energia rinnovabile, sistemi di riscaldamento/raffrescamento a biomassa e illuminazione a risparmio energetico, oltre a colonnine di ricarica per veicoli elettrici. Non esiste sul sito una sezione dedicata a energia, emissioni o affermazioni (nessuna menzione di rinnovabili, LED, certificazioni ambientali).	5	Principi di gestione per climatizzazione e acqua calda e sistema di controllo che regola automaticamente la temperatura in assenza dell'utente, progetto di conversione a LED di tutte le aree comuni e back-office. Michelin indica uso di energia rinnovabile, sistemi di riscaldamento/raffrescamento a biomassa e illuminazione a risparmio energetico, oltre a colonnine di ricarica per veicoli elettrici. Non esiste sul sito una sezione dedicata a energia, emissioni o affermazioni (nessuna menzione di rinnovabili, LED, certificazioni ambientali).	5	18		
21	H20	Hotel Santa Caterina	Forti emissioni indicano la presenza di colonnine di ricarica per veicoli elettrici, quindi qualche infrastruttura coerente con la mobilità elettrica e presente.	Sul sito non ci sono sezioni dedicate a riduzione rifiuti, riciclo, plastica, food waste o simili. Non sono pubblicati sul sito codici etici, politiche di sostenibilità o impegni formali su dati, umani, ambientali.	1	Forti emissioni indicano la presenza di colonnine di ricarica per veicoli elettrici, quindi qualche infrastruttura coerente con la mobilità elettrica e presente.	1	Sul sito non ci sono sezioni dedicate a riduzione rifiuti, riciclo, plastica, food waste o simili. Non sono pubblicati sul sito codici etici, politiche di sostenibilità o impegni formali su dati, umani, ambientali.	1	Converti in tabella		

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29	H28	Hotel Casuar	Sul sito non ci sono riferimenti a politiche energetiche (rinnovabili, riduzione consumi, LED, pompe di calore, ecc.) né a certificazioni ambientali. La comunicazione è interamente orientata a design, camera, piscina, giardino e wellness open air. Alcune schede travel menzionano solo comfort (climatizzazione, servizi) senza collegare alla sostenibilità.	Pagina a sfondo su due livelli a area wellness outdoor sono descritte come elementi di benessere, ma non viene mai citato il risparmio idrico o l'uso di acqua di mare. Nessuna politica esplicita sui cambi biancheria/lastrina ("on request") o su riduttori di flusso e monitoraggio consumi.	1	Pagina a sfondo su due livelli a area wellness outdoor sono descritte come elementi di benessere, ma non viene mai citato il risparmio idrico o l'uso di acqua di mare. Nessuna politica esplicita sui cambi biancheria/lastrina ("on request") o su riduttori di flusso e monitoraggio consumi.	1	Pagina a sfondo su due livelli a area wellness outdoor sono descritte come elementi di benessere, ma non viene mai citato il risparmio idrico o l'uso di acqua di mare. Nessuna politica esplicita sui cambi biancheria/lastrina ("on request") o su riduttori di flusso e monitoraggio consumi.	1	8
30	H29	Hotel Villa Francis (HVF)	La pagina "Sustainability" acting with responsibility" indica che HVF è impegnato a gestire in modo responsabile i propri impianti ambientali e sociali. Schede di presentazione segnalano una valutazione elevata di "eco-resilienza" e la presenza di colonnine per la ricarica di veicoli elettrici. Sistema di Gestione Ambientale certificato ISO 14001 e registrazione EMAS, con impegno formale a minimizzare consumi energetici e inquinamento.	Anche per i rifiuti, l'esistenza di un SGA certificato ISO 14001 / EMAS esplicita procedure su raccolta e smaltimento, ma non vengono raccontati dettagli (riduzione plastica, riciclo, food waste) nelle pagine pubbliche. La filosofia "HVF Young Design & Sustainability" per i Call Center sulla cura della materia prima e sul rispetto degli ingredienti dei fornitori, suggerendo attenzione agli sprechi in cucina, ma senza indicatori quantitativi. Policy EMAS: obiettivo di minimizzare la produzione di rifiuti privilegiando recupero e riciclo. Pagina "Green Hospitality": forte riduzione delle plastiche monouso e materiali inquinanti. Hospitality page ribadisce che l'hotel "tratta responsabilmente" gli usa e getta.	5	Anche per i rifiuti, l'esistenza di un SGA certificato ISO 14001 / EMAS esplicita procedure su raccolta e smaltimento, ma non vengono raccontati dettagli (riduzione plastica, riciclo, food waste) nelle pagine pubbliche. La filosofia "HVF Young Design & Sustainability" per i Call Center sulla cura della materia prima e sul rispetto degli ingredienti dei fornitori, suggerendo attenzione agli sprechi in cucina, ma senza indicatori quantitativi. Policy EMAS: obiettivo di minimizzare la produzione di rifiuti privilegiando recupero e riciclo. Pagina "Green Hospitality": forte riduzione delle plastiche monouso e materiali inquinanti. Hospitality page ribadisce che l'hotel "tratta responsabilmente" gli usa e getta.	4	Anche per i rifiuti, l'esistenza di un SGA certificato ISO 14001 / EMAS esplicita procedure su raccolta e smaltimento, ma non vengono raccontati dettagli (riduzione plastica, riciclo, food waste) nelle pagine pubbliche. La filosofia "HVF Young Design & Sustainability" per i Call Center sulla cura della materia prima e sul rispetto degli ingredienti dei fornitori, suggerendo attenzione agli sprechi in cucina, ma senza indicatori quantitativi. Policy EMAS: obiettivo di minimizzare la produzione di rifiuti privilegiando recupero e riciclo. Pagina "Green Hospitality": forte riduzione delle plastiche monouso e materiali inquinanti. Hospitality page ribadisce che l'hotel "tratta responsabilmente" gli usa e getta.	4	17
31	H30	Hotel Mediaspina Sorrento	La scheda MICHELIN indica che la struttura misura e riduce lo spreco d'acqua e che gli ospiti hanno la possibilità di riutilizzare biancheria e asciugamani. Nuovità del tutto gratuita per il centro di Sorrento, presentata esplicitamente come scelta che riduce l'impatto ed emissioni.	La scheda MICHELIN indica che la struttura misura e riduce lo spreco d'acqua e che gli ospiti hanno la possibilità di riutilizzare biancheria e asciugamani. Nuovità del tutto gratuita per il centro di Sorrento, presentata esplicitamente come scelta che riduce l'impatto ed emissioni.	5	La scheda MICHELIN indica che la struttura misura e riduce lo spreco d'acqua e che gli ospiti hanno la possibilità di riutilizzare biancheria e asciugamani. Nuovità del tutto gratuita per il centro di Sorrento, presentata esplicitamente come scelta che riduce l'impatto ed emissioni.	5	La scheda MICHELIN indica che la struttura misura e riduce lo spreco d'acqua e che gli ospiti hanno la possibilità di riutilizzare biancheria e asciugamani. Nuovità del tutto gratuita per il centro di Sorrento, presentata esplicitamente come scelta che riduce l'impatto ed emissioni.	5	20
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	1	Hotel ID	Hotel name	Local_econ_evidence	Local_econ_evidence	Heritage_scor	Experiential_evidence	Experiential	Territorial	total_score
	2	H01	Magna Pars (1846) a'Parfum	Magna Pars viene raccontata come "sfalciato di eccellenza italiana" (architettura e gli interni sono materiali italiani a base riprodotto e design di produttori e artigiani locali), in continuità con la tradizione profumiera della famiglia Magna. Il ristorante Da Noi in tavola su una cucina d'autore fortemente legata alle materie prime italiane e di qualità, e diversi articoli sottolineano l'uso di ingredienti locali e biologici, con attenzione alla filiera.	Il progetto integra giardini interni e un oliveto sul rooftop, con specie vegetali selezionate per il loro legame con la tradizione profumiera. Il progetto è stato descritto come "progetto culturale, architettonico e sensoriale".	4	La Libreria H&I e il laboratorio profumi offrono libri e contenuti didattici sulla profumeria, permettendo agli ospiti di approfondire storia e tecnica dei profumi. Il progetto viene descritto come "progetto culturale, architettonico e sensoriale".	5	12	
	3	H02	Piazza Parigi Hotel & Grand Spa	Nella narrativa online l'hotel enfatizza soprattutto il posizionamento urbano e di lusso, senza riferimenti espliciti ai prodotti locali. Il ristorante Da Noi in tavola su una cucina d'autore fortemente legata alle materie prime italiane e di qualità, e diversi articoli sottolineano l'uso di ingredienti locali e biologici, con attenzione alla filiera.	La pagina "Cantieri e Location" funge da filo di rim-qualità culturale di Milano, presenta un elenco di luoghi-chiave del patrimonio urbano (Duomo, Galleria Vittorio Emanuele II, Castello Sforzesco, Pinacoteca di Brera, Canalgrande Vecchio, Palazzo Reale, Quadrilatero delle Mode, ecc.) con brevi testi esplicativi che ne raccontano storia, architettura e valore ambientale.	3	Tra i servizi di portineria rientrano "tour e attività in città", che indicano la possibilità di organizzare esperienze personalizzate a Milano (visite a musei, shopping, eventi), anche se non dettagliate in una sezione "esperienze" con contenuti propri.	2	7	
	4	H03	Piazza Veronesi	Nella sezione "Servizi" il sito la relazione con prodotti freschi di una panetteria di fiducia, segnale di collaborazione con fornitori locali, ma senza tematizzare in chiave di filiera territoriale o km 0.	Il complesso Hotel media soprattutto il patrimonio culturale urbano cristiano attraverso testi descrittivi e suggerimenti di visite, ma non propone né i propri itinerari tematici strutturati o collaborazioni narrative con istituzioni culturali (musei, fondazioni, ecc.).	3	Non vengono proposti i format specifici che mirino a coinvolgere attivamente gli ospiti su temi ambientali o socio-culturali (workshop, percorsi guidati, attività di sensibilizzazione).	3	11	
	5	H04	THE PLACE Firenze	Il hotel dichiara una "cooperazione con local producers and suppliers" per tutti i servizi, e specifica che al ristorante The Kitchen & The Bar vengono serviti solo prodotti locali e wine tourism, con esteso diritto all'economia locale.	La sezione "Residence & Spa" presenta il soggiorno come "naggo nel tempo" nella cura del benessere, con camere intonate a paesaggi storici (Lorenzo il Magnifico, Leonardo da Vinci) e riferimenti alle opere ospitate o passate (es. Botticelli, oggi agli Uffizi).	5	Esiste quindi un buon livello di personalizzazione delle esperienze e costruzione di itinerari tematici (arte, vino, città, attività), ma manca un esplicito framing educativo su sostenibilità o credenziali etiche. Il focus è su lusso, comfort e scoperta culturale "classica".	5	15	
	6	H05	Hassler Roma	La comunicazione include sia posizione e riferimento di lusso, ma non esplicita politiche di approvvigionamento locale (km 0, fornitori del territorio, priorità a personale locale).	La sezione About / Hotel & location & attractions presenta una vera e propria narrazione guidata del territorio (Palazzo Farnese, Piazza Venezia, Colosseo, Villa Borghese, Vaticano ecc.), con testi che invitano gli ospiti a scoprire i siti e menzionano esplicitamente tour curati.	2	Archeofun (visita guidata + corsa, condotta da guida abilitata): archeofun sulla Via Appia Antica, con guida che racconta la storia del luogo; tour all'inglese Art & wine tasting con degustazione "lightening" sulla cucina del vino; wine touring con knowledge e degustazione.	4	10	

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	7	H06	Villa Spalletti Trinci	La sezione Storia racconta oltre 100 anni di patrimonio culturale della villa, cercando di raccontare valori della collezione Repton, frequentata da figure come Sidney Simon e Reinholdt Wagner, e poi residenza aristocratica fino alla trasformazione in dimora d'epoca di lusso.	La villa è descritta come residenza storica sul colle dei Quirinali, con giardino all'italiana e interni arredati con oggetti antichi dalla collezione di famiglia, permettendo agli ospiti di "vivere un lusso senza tempo" in dialogo con la storia della villa.	4	La pagina The Winery valorizza anche il paesaggio rurale urbano, con menzioni di uliveti e vigneti storici e della tradizione agricola della tenuta Pomoro, che viene proposta come itinerario di vino, arte e borghi medievali (Città della Pieve, Montebello d'Ovino).	4	12	
	8	H07	Piazza Rappata	Il sito non esplicita politiche di fornitura locale / km 0 né impegni verso produttori veneti in modo sistematico.	Palazzo del XVII secolo, ex convento voluto da Papa Innocenzo XI: il sito racconta in dettaglio la fase storica (compraventa per domo, chiesa del '700 con affresco di Giacomo Togni, interventi di Luigi Moretti).	4	La sezione "Experienze" è articolata in Family, Romantic, Room & Wine, A journey into art, Healthy on Holiday, Beyond Rome. Si promettono percorsi su misura tra eredità culturale, tradizioni gastronomiche e immersione italiana, con forte ruolo del concierge.	4	12	
	9	H08	Grand Hotel Parker's	Collaborazione con Beating per adozione di un'arma urbana: uso del miele a colazione, e pasticceria e come regalo, liguria Hotel e produttori locali e alla tutela della biodiversità.	L'hotel si presenta come "habitat di italiani art and lifestyle" e "curatore appassionato dell'arte italiana", collezione di opere (es. Misa in bronzo di Arnaldo Pomodoro), oggetti moderni, ex chiesa SantaTrinita tutta come sala eventi.	3	Il sito include sul fatto che il Grand Hotel Parker's è il più antico hotel di lusso di Napoli, con una storia che parte dal 1870, lo si racconta attraverso la sezione Parker's History. La sezione Parker's Art Collection valorizza una collezione di opere della Pinacoteca Artista Chizzari, legata al patrimonio artistico napoletano.	4	10	
	10	H09	Ca' Sagredo Hotel	Il sito non esplicita politiche di fornitura locale / km 0 né impegni verso produttori veneti in modo sistematico.	Ca' Sagredo è presentato come palazzo patrizio del XV secolo sul Canal Grande, dimora della famiglia Sagredo, riconosciuto come Monumento Nazionale. Il sito racconta esplicitamente che è un palazzo-museo, con opere e affreschi di Sebastiano Ricci, Giambattista Tiepolo, Nicola Barabini, Paolo Veronese.	3	La stessa forza sostiene collaborazioni con artigiani e produttori locali per raffinare la filiera e il radicamento territoriale.	3	11	
	11	H10	Londra Piazza Venezia	Dalle comunicazioni social incorporate nella homepage emergono punti segnali puntuali di legame con l'economia locale.	Il sito include iniziative inclusive (passeggiata storica veneta, pacchetto weekend con disto di Roma, Salsola).	5	La sezione "Experienze" con proposte curate: attività privata con principatiprivilegiati, escursioni in laguna con guide, visite agli artigiani; workshop di maschere di Carnevale per bambini e famiglie.	5	14	
	12	H11	Hotel Malipiero Venice	Per ogni aggiunta dima è il sito Fondazione "The Place of Venice", che finalizza serie di studio per mestieri artigiani tradizionali a Venezia e in altre città d'arte, lanciandone un sito.	Il sito include iniziative inclusive (passeggiata storica veneta, pacchetto weekend con disto di Roma, Salsola).	3	Il sito racconta la storia del palazzo nobilito del XII secolo (Palazzo Serego) trasformato in hotel, enfatizzando Ravello come antico quartiere aristocratico affacciato sul Tevere.	4	13	

J,J	A	B	C	D	E	F	G	H	I	J
	13	H12	Burgo San Felice	Orto & Air Felice produce verdure, erbe aromatiche, uova e altri prodotti freschi usati nei ristoranti del borgo, creando una filiera cortissima interno-locale.	L'orto è gestito da giovani con disabilità impegnati in un progetto di inclusione sociale, sostenuto dal gruppo Allianz, che genera occupazione e valore nel territorio.	5	La pagina "Borgo & Cantieri" presenta il borgo medievale (origini etrusche, centro La Rocca, chiesa di San Floriano) come esperienza immersiva nel paesaggio collinare toscano, con boutique che propongono prodotti Made in Italy.	4	13	
	14	H13	Casulali	La pagina "Borgo & Cantieri" presenta il borgo medievale (origini etrusche, centro La Rocca, chiesa di San Floriano) come esperienza immersiva nel paesaggio collinare toscano, con boutique che propongono prodotti Made in Italy.	La policy ambientale afferma chiaramente che i resort acquisiti il più possibile da fornitori locali, utilizza i propri prodotti agricoli e richiede ai fornitori certificazioni UE standard.	5	Il borgo ospita festival, mostre, mercati e spettacoli aperti alla comunità, trasformando il villaggio medievale in un laboratorio di esperienze culturali e coinvolte durante l'anno.	4	14	
	15	H14	Burgo Vecchio	Il borgo ospita festival, mostre, mercati e spettacoli aperti alla comunità, trasformando il villaggio medievale in un laboratorio di esperienze culturali e coinvolte durante l'anno.	La sezione Heritage racconta l'origine Belle Epoque del Grand Hotel e la storia del turismo sul lago, presentando l'hotel come parte del patrimonio storico del centro lago.	4	Il borgo è presentato come borgo medievale (origini etrusche, centro La Rocca, chiesa di San Floriano) come esperienza immersiva nel paesaggio collinare toscano, con boutique che propongono prodotti Made in Italy.	4	13	
	16	H15	Grand Hotel Tremezzo	La sezione "Experienze" con proposte curate: attività privata con principatiprivilegiati, escursioni in laguna con guide, visite agli artigiani; workshop di maschere di Carnevale per bambini e famiglie.	Il concetto borso Sense of Lake lavora sugli esclusivismo con brand e artigiani storici (Martino 1902, Bici, collaborazioni moda ispirate a tagli, rafforzando il legame con il distretto tessile e manifatturiero locale).	5	La pagina "Borgo & Cantieri" presenta il borgo medievale (origini etrusche, centro La Rocca, chiesa di San Floriano) come esperienza immersiva nel paesaggio collinare toscano, con boutique che propongono prodotti Made in Italy.	5	15	
	17	H16	Grand Hotel Fasola	La sezione "Experienze" con proposte curate: attività privata con principatiprivilegiati, escursioni in laguna con guide, visite agli artigiani; workshop di maschere di Carnevale per bambini e famiglie.	La sezione Education and Understanding afferma che il team progetta esperienze su misura per accompagnare gli ospiti alla scoperta di storia, cultura e tradizioni locali, indicando un orientamento esplicito ed esperienziale trasformazionale, non solo puramente informativo.	4	Il sito racconta con dettaglio la storia del palazzo neoclassico: costruito nel 1888 come residenza di caccia della famiglia Imperiale, ampliato nel 1903, restaurato dopo la guerra e riconosciuto nel 1989 come Patrimonio Nazionale di Fasola.	3	11	
	18	H17	Giardino Giustiniani Hotel & Spa	La sezione "Experienze" con proposte curate: attività privata con principatiprivilegiati, escursioni in laguna con guide, visite agli artigiani; workshop di maschere di Carnevale per bambini e famiglie.	La sezione "Experienze" multi articolata (Private Tours, Group Tours, Culinary Experiences, Lifetime Experiences) con attività come: Archeofun (visita guidata + corsa, condotta da guida abilitata); archeofun sulla Via Appia Antica, con guida che racconta la storia del luogo; tour all'inglese Art & wine tasting con degustazione "lightening" sulla cucina del vino; wine touring con knowledge e degustazione.	4	Il sito presenta come casi di benessere nel cuore della Dolomiti, sottolineando l'importanza del paesaggio UNESCO e la storia centenaria dell'arte e della famiglia, con un'indagine ludica, arte in legno tipo e narrativa sulla "filosofia" dell'ospitalità.	4	12	
	19	H18	Casa Angiola	La sezione "Experienze" con proposte curate: attività privata con principatiprivilegiati, escursioni in laguna con guide, visite agli artigiani; workshop di maschere di Carnevale per bambini e famiglie.	La sezione "Experienze" multi articolata (Private Tours, Group Tours, Culinary Experiences, Lifetime Experiences) con attività come: Archeofun (visita guidata + corsa, condotta da guida abilitata); archeofun sulla Via Appia Antica, con guida che racconta la storia del luogo; tour all'inglese Art & wine tasting con degustazione "lightening" sulla cucina del vino; wine touring con knowledge e degustazione.	4	Il sito racconta con dettaglio la storia del palazzo neoclassico: costruito nel 1888 come residenza di caccia della famiglia Imperiale, ampliato nel 1903, restaurato dopo la guerra e riconosciuto nel 1989 come Patrimonio Nazionale di Fasola.	3	11	

Interviews

J.J.	A	B	C	D	E	F	G	H	I	J
24	H03	Il San Pietro di Pissano	I giardini terrazzi coprono metà della proprietà. 4 giardinieri full time e un agronomo coltivano frutta, verdura, erbe aromatiche a fior, ulivastio solo semi e specie autoctone della Costiera Amalfitana, con certificazione biologica. In produzione alimentare quotidianamente i ristoranti dell'hotel. La cooking class utilizzano ingredienti freschi e stagionali provenienti dall'Amalfi Coast, e il ristorante della Zucca è dedicato come centrale su prodotti locali (compreso l'olio degli ulivastio dell'hotel).	5	Le esperienze guidate nei giardini terrazzi raccontano uno dei paesaggi più tipici della Costiera: durante la visita il maître spiega cicli stagionali, pratiche agricole e curiosità locali, invitando gli ospiti a raccogliere e assaggiare lungo il percorso. Le esperienze di pizza making (con corsi di cucina mediterranea e degustazioni di vini esoticamente legati) sono alle tradizioni enogastronomiche italiane (Napoli, Campania, Toscana, Piemonte), basandosi sulla cultura culinaria locale in itinerari esperienziali. La posizione è unica sul mare, con accesso nella roccia, giardini terrazzi e gite in barca lungo la costa. È descritta come armonizzata con il paesaggio iconico dell'Amalfi Coast e utilizzata come parte integrante della narrazione dell'esperienza.	4	Programma articolato di esperienze hands-on: mini corso di italiano (gratuito), cooking class, wine tasting con sommelier, cocktail masterclass, pizza class, visite guidate ai giardini, che combinano apprendimento, interazione con il personale e partecipazione attiva. Offerta gastronomica attentamente arricchita da esperienze stand-by sviluppate con un "Vegan Luxury Specialist", pensate per ospiti sensibili a benessere e sostenibilità, basate sui prodotti del giardino stesso. Ricerche e comunicazione esterna sottolineano un forte senso di "famiglia allargata" e un alto coinvolgimento emotivo degli ospiti, con attività gratuite (es. uscita in barca, corsi) che rafforzano la relazione con il luogo e con lo staff. La pagina Experiences by PFDM propone un portafoglio esteso di esperienze strutturate:	5	14	
25	H04	Hotel Principe Fara dei Marmi	La Sustainability Policy indica collaborazione con fornitori locali per ridurre impatti di trasporto e favorire pratiche sostenibili lungo la filiera. La filosofia del ristorante Lux Luce è esplicitamente definita "gusto ambientato": prodotti locali, zero-waste, con uso di bioedilizia e aziende agricole del territorio (Lux Luce Green Project) e valorizzazione della biodiversità costiera. Esperienze come wine tasting con il Maître Sokol ("our virtual tra i vigneti e la collina toscana") e la forte eredità su cucina tradizionale della Versilia di Forte dei Marmi al Casale Beach mostrano un approccio diretto a produttori, vini e cibo locali.	5	Le "Merite experiences" interpretano le cave di Carrara come patrimonio territoriale: raccontano storia della regione, villaggi dei cavatori, vini, lingua, cibo, tecniche antiche e moderne, con visite guidate in cave, laboratori, degustazioni e aperitivi. L'esperienza "Thinking in Versilia" presenta la storia del territorio che "giace silenziosa" tra strade e sentieri: montani affacciati sulla costa, esplicitando un punto di narrazione del paesaggio locale. Altre esperienze organizzate dall'hotel (Pisa & Lunigiana, Pietrasanta, Cinque Terre) vi ha colpito: Portofino by the sea) costituiscono itinerari culturali e paesaggistici che collegano tutta la città d'arte, borghi storici, mare e Apu-Apuane.	5	Cooking class con la brigata di Lux Luce; wine tasting con il Maître; cocktail masterclass per bambini; Evening Lovers' Retreat (Spa privata); Romantic dinner on the sands of Giannacci; aperitivo in barca "Mareina di Principe", gite in yacht, Cinque Terre in elicottero, Portofino by sea. Molte esperienze, Trekking in Versilia, Smelting experience - Calt. Miano, Pisa & Lunigiana, Pietrasanta. La SPA, Equitazione e i pacchetti (Wellness Escape, Luxury Taste Experience, Beach Inclusive, early morning Spa, rituali specifici) rafforzano una dimensione immersiva e personalizzabile di benessere e gusto. Sul versante sostenibilità, alcune esperienze (come "zero-waste"), Merite experiences, trekking hanno una chiara componente educativa e narrativa su territorio, materiali, cibo e stile di vita, anche se il focus della comunicazione resta più sul lusso esperienziale che sull'educazione esplicita ai comportamenti ambientali quotidiani.	4	14	
26	H05	La Serena Hotel Forte dei Marmi	Una guida esterna all'hotel sottolinea che il menu gastronomico utilizza ingredienti di provenienza locale abbinati a vini locali e internazionali. Nella sezione "Esplorare" si promuovono degustazioni di vitigno e cantine locali, oltre a beach club, ristoranti, boutique e mercatini di Forte dei Marmi, indirizzando direttamente la spesa degli ospiti verso l'economia del territorio.	4	La comunicazione rivale sull'immagine di Forte dei Marmi come meta per artisti (citazione di Henry Moore e Puccini) e collegio costiero-benessere (Tosse di pescatori, montagne e mare e costa). Il programma di residenza d'artista offre uno spazio di lavoro agli artisti, che producono opere ispirate al contesto toscano e aprono lo studio agli ospiti, trasformando l'hotel in mediatore attivo tra patrimonio culturale contemporaneo e visitatori. Il sito (sezione "Discover Capri and Surroundings" e blog) racconta in modo dettagliato luoghi come Giardini di Augusto e Villa Jovis, il centro storico di Capri e Anacapri, integrando contesto storico, ambientale e naturalistico e presentando l'Italia come "terra ricca di storia, cultura e luoghi di ineguagliabile bellezza". Questi contenuti funzionano come mediazione del patrimonio, offrendo narrazioni tematiche e suggerendo cosa visitare.	4	Il concetto è presentato come punto chiave dell'esperienza: organizza transfer privati in barca (esclusivo), charter intorno all'isola, yacht rental, pedaloni, noleggio barche e tour guidati su misura. La pagina Tours enfatizza la possibilità di trasformare qualsiasi desiderio del cliente in realtà (securato, boat tour, visite guidate), indicando un alto livello di personalizzazione più che un programma standardizzato di attività educative. Spa, piscine, tennis, ristoranti e bar storici (Bar Quai come "bellezze di Capri") contribuiscono a un'esperienza immersiva di stile e modernità, ma la comunicazione lega queste esperienze a un'attenzione di competenza ambientale, in dimensione educativa e soprattutto implicita nella scoperta del territorio. Il concept è centrale nell'offerta: transfer personalizzati (elicottero, barca privata, auto); boat tour lungo la costa di Capri; trekking sul Sentiero dei Fortini;	4	12	
27	H06	Capri TheOne Palace	Il ristorante Terrazza "Iberia" dichiara un menu fondato su specialità italiane stagionali coltivato con un approccio a chilometro zero: "Piatto come T.S.S. Italiana, Salsipè e Tuo Travel" confermano che il chef adotta una filosofia centrata su tradizione, sostenibilità e "zero-kilometre approach", usando ingredienti di prodotti locali, pesce del territorio e prodotti (erbe, frutta, verdure) coltivati nell'orto dell'hotel.	4	La pagina Location / Why Anacapri? racconta Anacapri come borgo che ha conservato il proprio carattere mediterraneo: artigianato e lavoro, bambini che giocano nelle piazzette, anziani fuori casa, contrappeso boutique di lusso e night life di Capri città a trattoria, pensatori e turisti su misura di Anacapri. Il concept suggerisce itinerari come Borbone dei Fortini, Villa Jovis e Villa Lygia, Fari di Punta Carina, borghi della Costiera Amalfitana, Pompei e Sorrento (con riferimento ai musei). Tutto si pone chiaramente come mediatore di patrimonio culturale e paesaggistico (storia, archeologia, agricoltura dei limonetti).	4	La pagina Tours enfatizza la possibilità di trasformare qualsiasi desiderio del cliente in realtà (securato, boat tour, visite guidate), indicando un alto livello di personalizzazione più che un programma standardizzato di attività educative. Spa, piscine, tennis, ristoranti e bar storici (Bar Quai come "bellezze di Capri") contribuiscono a un'esperienza immersiva di stile e modernità, ma la comunicazione lega queste esperienze a un'attenzione di competenza ambientale, in dimensione educativa e soprattutto implicita nella scoperta del territorio. Il concept è centrale nell'offerta: transfer personalizzati (elicottero, barca privata, auto); boat tour lungo la costa di Capri;	4	12	
28	H07	Grand Hotel Chiantera	Nella versione portoghese/italiana del sito ristorante: il ristorante del Quilinaia è descritto come "esclusivo e raffinato, che realizza con cura i migliori ingredienti locali per offrire i sapori più pregiati di Capri", "indicazione chiara di approvvigionamento da filiera locale (bio-vino)". L'hotel, centrale in Via Caracciolo, funge anche da polo per ristoranti, bar, shopping e servizi dell'isola, ma questa funzione è fuori dall'ambito locale adeguate, non esplicitata come policy.	4	La pagina Location / Why Anacapri? racconta Anacapri come borgo che ha conservato il proprio carattere mediterraneo: artigianato e lavoro, bambini che giocano nelle piazzette, anziani fuori casa, contrappeso boutique di lusso e night life di Capri città a trattoria, pensatori e turisti su misura di Anacapri. Il concept suggerisce itinerari come Borbone dei Fortini, Villa Jovis e Villa Lygia, Fari di Punta Carina, borghi della Costiera Amalfitana, Pompei e Sorrento (con riferimento ai musei). Tutto si pone chiaramente come mediatore di patrimonio culturale e paesaggistico (storia, archeologia, agricoltura dei limonetti).	4	La pagina Location / Why Anacapri? racconta Anacapri come borgo che ha conservato il proprio carattere mediterraneo: artigianato e lavoro, bambini che giocano nelle piazzette, anziani fuori casa, contrappeso boutique di lusso e night life di Capri città a trattoria, pensatori e turisti su misura di Anacapri. Il concept suggerisce itinerari come Borbone dei Fortini, Villa Jovis e Villa Lygia, Fari di Punta Carina, borghi della Costiera Amalfitana, Pompei e Sorrento (con riferimento ai musei). Tutto si pone chiaramente come mediatore di patrimonio culturale e paesaggistico (storia, archeologia, agricoltura dei limonetti).	4	12	
29	H08	Hotel Caesar Augustus	Il ristorante La Terrazza di Lucullo dichiara esplicitamente: cucina regionale con "typical local products"; uso di ingredienti coltivati nell'orto dell'hotel; pesce consegnato ogni mattina direttamente dai pescatori dell'isola; pasta di Gragnano e minestrone di Capri. La cucina viene definita "zero-mile cuisine", in linea con la filosofia slow food, in più anche partner (Biancospina Homeyona, Trivago, Hotel del e nei comuni di Ravello & Chianche-Vitrozzo: tutto ruota su ingredienti locali e prodotti dell'orto biologico stesso).	5	La denominazione complessiva presentata a Panormo sul Golfo di Napoli, il Monte Solano e i giardini a picco sul mare come "battimento da contemplare", integrato nell'esperienza (diverzio, attività pool, giardino benessere). Nella narrazione di hotel e ristorante, la cucina viene presentata come "racconto delle tradizioni romane" che interpretano il territorio attraverso piatti, prodotti e storie gastronomiche: ogni piatto è descritto come "viaggio nei sapori della Campania". La descrizione della Sky Terrace, della pool sul rooftop e delle viste a 360° mette al centro il paesaggio, dai borghi di Positano alle isole Li Galli, fino alle montagne Latini e all'intero golfo di Salerno, inteso come scenario unico della Costiera Amalfitana. Il testo sull'Amalfi Coast la presenta come patrimonio UNESCO sospeso tra mare e montagna: il sito (e l'HFV Magazine) rimanda a contenuti che celebrano i limonetti, la costa e la storia di questi luoghi.	5	Il concept è centrale nell'offerta: transfer personalizzati (elicottero, barca privata, auto); boat tour lungo la costa di Capri; trekking sul Sentiero dei Fortini;	5	15	
30	H09	Hotel Villa Franca (HFV)	La sezione su Li Galli Restaurant / HFV Touch Dining descrive una cucina ancorata alle tradizioni campane, basata su prodotti locali e biologici; verdure ed erbe provenienti dal territorio e dalla montagna Latini; pesce proveniente dal golfo di Salerno; forte enfasi sulla selezione di materie prime che rappresentano la varietà della regione; Un profilo "Traveler Made" sottolinea che HFV "ha lanciato per migliorare il suo profilo di sostenibilità creando un no-heat nel corso della giornata", quindi un orto interno che rifornisce direttamente la cucina e reduce food miles. L'HFV Emporium viene presentato come un'"immersione nell'eccellenza del territorio", concentrata su qualità, sapori e sostenibilità, caratterizzata da vendita di prodotti legati al territorio anche a distanza.	5	La denominazione complessiva presentata a Panormo sul Golfo di Napoli, il Monte Solano e i giardini a picco sul mare come "battimento da contemplare", integrato nell'esperienza (diverzio, attività pool, giardino benessere). Nella narrazione di hotel e ristorante, la cucina viene presentata come "racconto delle tradizioni romane" che interpretano il territorio attraverso piatti, prodotti e storie gastronomiche: ogni piatto è descritto come "viaggio nei sapori della Campania". La descrizione della Sky Terrace, della pool sul rooftop e delle viste a 360° mette al centro il paesaggio, dai borghi di Positano alle isole Li Galli, fino alle montagne Latini e all'intero golfo di Salerno, inteso come scenario unico della Costiera Amalfitana. Il testo sull'Amalfi Coast la presenta come patrimonio UNESCO sospeso tra mare e montagna: il sito (e l'HFV Magazine) rimanda a contenuti che celebrano i limonetti, la costa e la storia di questi luoghi.	5	Il concept è centrale nell'offerta: transfer personalizzati (elicottero, barca privata, auto); boat tour lungo la costa di Capri; trekking sul Sentiero dei Fortini;	5	15	
31	H10	Hotel Mediterraneo Sorrento	"Lusso sostenibile", uso di materiali autentici e locali per architettura e arredi e forte focus sulla cucina a km 0 con ingredienti freschi da produttori locali, per sostenere l'economia del territorio. Nuovo Panoramio Realizzanti: menu che valorizzano "solo i migliori ingredienti della nostra terra e del nostro mare", menu "La Terra e la Casa" ispirato alla cucina di famiglia e centrato con focus su vini campani e prodotti prodotti locali. HospitalityGreen: promozione della comunità tramite supporto alle attività artigianali locali e collaborazione con brand del territorio (es. Luxe di Sorrento). L'hotel è in costante pratica di acquisto di aziende locali, utilizzo di prodotti agricoli locali e menu stagionali.	5	Sezione Hospitality: i valori di sostenibilità sono "ambiente, territorio, comunità". Il testo parla di "scoprire la vera anima del territorio", con architettura, materiali e cucina che rendono omaggio alla regione. Rituali spa ispirati alle tradizioni mediterranee. Esperienze outdoor curate dall'hotel: uscite private in yacht (Valente) e gozzo tradizionale Agno Mare, esplorazione delle coste sorrentine e amalfitane, accesso diretto alla spiaggia La Marinaia tramite ascensore. Tra le esperienze a Sorrento: visita al Museo delle Terme di Baione di Positano, tour del centro storico con guida privata e "Esperienze agricole e gastronomiche" in fattorie locali (olio, limonetti, vini). Questo percorso coinvolge vari itinerari tematici di valorizzazione del patrimonio culturale e rurale locale. Esperienze sul territorio: tour guidati del centro storico, visite a musei, lezioni di cucina tipica, esperienze agricole e gastronomiche con produttori locali; la comunicazione invita a prendersi in carico e proporre il rispetto di concept e DMG dedicato, segno di alto coinvolgimento nella co-progettazione del soggiorno. Vista Sky Bar: eventi in piscina, live music e serata branzate completano un set di esperienze legate ad alta identità, per cui focus presente su sosteniamo e dolce vita più che su educazione esplicita ai comportamenti ambientali quotidiani.	5	Il concept è centrale nell'offerta: transfer personalizzati (elicottero, barca privata, auto); boat tour lungo la costa di Capri; trekking sul Sentiero dei Fortini;	5	15	
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J.J.	A	B	C	D	E	F	G	H	I	J
29	H08	Hotel Caesar Augustus	Il ristorante La Terrazza di Lucullo dichiara esplicitamente: cucina regionale con "typical local products"; uso di ingredienti coltivati nell'orto dell'hotel; pesce consegnato ogni mattina direttamente dai pescatori dell'isola; pasta di Gragnano e minestrone di Capri. La cucina viene definita "zero-mile cuisine", in linea con la filosofia slow food, in più anche partner (Biancospina Homeyona, Trivago, Hotel del e nei comuni di Ravello & Chianche-Vitrozzo: tutto ruota su ingredienti locali e prodotti dell'orto biologico stesso).	5	La denominazione complessiva presentata a Panormo sul Golfo di Napoli, il Monte Solano e i giardini a picco sul mare come "battimento da contemplare", integrato nell'esperienza (diverzio, attività pool, giardino benessere). Nella narrazione di hotel e ristorante, la cucina viene presentata come "racconto delle tradizioni romane" che interpretano il territorio attraverso piatti, prodotti e storie gastronomiche: ogni piatto è descritto come "viaggio nei sapori della Campania". La descrizione della Sky Terrace, della pool sul rooftop e delle viste a 360° mette al centro il paesaggio, dai borghi di Positano alle isole Li Galli, fino alle montagne Latini e all'intero golfo di Salerno, inteso come scenario unico della Costiera Amalfitana. Il testo sull'Amalfi Coast la presenta come patrimonio UNESCO sospeso tra mare e montagna: il sito (e l'HFV Magazine) rimanda a contenuti che celebrano i limonetti, la costa e la storia di questi luoghi.	5	Il concept è centrale nell'offerta: transfer personalizzati (elicottero, barca privata, auto); boat tour lungo la costa di Capri; trekking sul Sentiero dei Fortini;	5	15	
30	H09	Hotel Villa Franca (HFV)	La sezione su Li Galli Restaurant / HFV Touch Dining descrive una cucina ancorata alle tradizioni campane, basata su prodotti locali e biologici; verdure ed erbe provenienti dal territorio e dalla montagna Latini; pesce proveniente dal golfo di Salerno; forte enfasi sulla selezione di materie prime che rappresentano la varietà della regione; Un profilo "Traveler Made" sottolinea che HFV "ha lanciato per migliorare il suo profilo di sostenibilità creando un no-heat nel corso della giornata", quindi un orto interno che rifornisce direttamente la cucina e reduce food miles. L'HFV Emporium viene presentato come un'"immersione nell'eccellenza del territorio", concentrata su qualità, sapori e sostenibilità, caratterizzata da vendita di prodotti legati al territorio anche a distanza.	5	La denominazione complessiva presentata a Panormo sul Golfo di Napoli, il Monte Solano e i giardini a picco sul mare come "battimento da contemplare", integrato nell'esperienza (diverzio, attività pool, giardino benessere). Nella narrazione di hotel e ristorante, la cucina viene presentata come "racconto delle tradizioni romane" che interpretano il territorio attraverso piatti, prodotti e storie gastronomiche: ogni piatto è descritto come "viaggio nei sapori della Campania". La descrizione della Sky Terrace, della pool sul rooftop e delle viste a 360° mette al centro il paesaggio, dai borghi di Positano alle isole Li Galli, fino alle montagne Latini e all'intero golfo di Salerno, inteso come scenario unico della Costiera Amalfitana. Il testo sull'Amalfi Coast la presenta come patrimonio UNESCO sospeso tra mare e montagna: il sito (e l'HFV Magazine) rimanda a contenuti che celebrano i limonetti, la costa e la storia di questi luoghi.	5	Il concept è centrale nell'offerta: transfer personalizzati (elicottero, barca privata, auto); boat tour lungo la costa di Capri; trekking sul Sentiero dei Fortini;	5	15	
31	H10	Hotel Mediterraneo Sorrento	"Lusso sostenibile", uso di materiali autentici e locali per architettura e arredi e forte focus sulla cucina a km 0 con ingredienti freschi da produttori locali, per sostenere l'economia del territorio. Nuovo Panoramio Realizzanti: menu che valorizzano "solo i migliori ingredienti della nostra terra e del nostro mare", menu "La Terra e la Casa" ispirato alla cucina di famiglia e centrato con focus su vini campani e prodotti prodotti locali. HospitalityGreen: promozione della comunità tramite supporto alle attività artigianali locali e collaborazione con brand del territorio (es. Luxe di Sorrento). L'hotel è in costante pratica di acquisto di aziende locali, utilizzo di prodotti agricoli locali e menu stagionali.	5	Sezione Hospitality: i valori di sostenibilità sono "ambiente, territorio, comunità". Il testo parla di "scoprire la vera anima del territorio", con architettura, materiali e cucina che rendono omaggio alla regione. Rituali spa ispirati alle tradizioni mediterranee. Esperienze outdoor curate dall'hotel: uscite private in yacht (Valente) e gozzo tradizionale Agno Mare, esplorazione delle coste sorrentine e amalfitane, accesso diretto alla spiaggia La Marinaia tramite ascensore. Tra le esperienze a Sorrento: visita al Museo delle Terme di Baione di Positano, tour del centro storico con guida privata e "Esperienze agricole e gastronomiche" in fattorie locali (olio, limonetti, vini). Questo percorso coinvolge vari itinerari tematici di valorizzazione del patrimonio culturale e rurale locale. Esperienze sul territorio: tour guidati del centro storico, visite a musei, lezioni di cucina tipica, esperienze agricole e gastronomiche con produttori locali; la comunicazione invita a prendersi in carico e proporre il rispetto di concept e DMG dedicato, segno di alto coinvolgimento nella co-progettazione del soggiorno. Vista Sky Bar: eventi in piscina, live music e serata branzate completano un set di esperienze legate ad alta identità, per cui focus presente su sosteniamo e dolce vita più che su educazione esplicita ai comportamenti ambientali quotidiani.	5	Il concept è centrale nell'offerta: transfer personalizzati (elicottero, barca privata, auto); boat tour lungo la costa di Capri; trekking sul Sentiero dei Fortini;	5	15	
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Interview Grand Hotel Fasano

1. Are there sustainability practices already in place that guests do not notice or understand? On the other hand, which ones seem to be most appreciated or noticed?

Many of the practices we adopt have a real impact, but they remain "invisible" because they happen upstream, in operational choices. One example is how we select food and suppliers. Whenever possible, we prioritise local products and short supply chains, following a "zero-kilometre" approach, and we have an explicit policy to reduce plastic across the entire food offer. In practice, however, most guests do not ask about origin or sustainability in purchasing decisions. They could, but it happens rarely. Even the breakfast buffet and the choices behind it reflect important work on supply chain and quality, but they are not always read by guests as a value element. We communicate it on the menu and in some points of the service, but often it "does not make a difference" for people staying with us. If mozzarella comes from a nearby dairy or from farther away, what matters to many guests is that it is good and available. At the same time, these choices are recognised by guides and certifications. For example, in 2024 we received a Michelin Star also thanks to a gastronomic approach that is strongly plant-based and place-oriented, with clear attention to seasonality and supply chain.

Overall, what I have noticed is that in luxury, sustainability works when it is not perceived as a lack. If guests do not "feel" that we are taking something away from them, the experience remains consistent with expectations. In this sense, the "no plastic" policy in rooms and common areas is one of the practices that is most noticed and appreciated, especially by younger guests, because it is not experienced as a sacrifice. Instead of plastic we offer alternatives of the same level, such as glass bottles and refill solutions. The same approach applies to staff. We installed water points and encourage the use of refillable bottles, eliminating cups and single-use objects. In parallel, we are also working on reducing paper, even though Italian bureaucracy still requires a lot of printing.

Another area that is less visible but central concerns renovation and infrastructure choices. When we work on spaces, we select high-performance materials and solutions, such as better thermal windows, which reduce heating and cooling consumption. Guests do not see the difference between a standard window and a more efficient one, but the impact on consumption is significant, and it is also a rational economic investment in the medium term. In some situations, however, sustainability can become noticeable as a "limit". For example, we have a system that automatically turns off air conditioning when a window is opened, to avoid obvious waste. Some guests, especially Americans who are more used to intensive air conditioning use, may complain

at first. In most cases, when we explain the reason clearly, they understand and accept it. Finally, there are structural choices that remain completely invisible. When building a new wing, for instance, we used a timber supporting structure instead of poured concrete. It is a more expensive solution, but lighter and, today, more sustainable. These decisions are not immediately “visible”, but they make a major difference to the hotel’s environmental profile.

2. At what moments during the stay is a guest more open to making a small conscious choice, without experiencing it as effort or sacrifice? If you proposed a slightly different but more environmentally responsible option, how should it be presented so it does not feel like a sacrifice, but like added value?

Guests are not particularly receptive as soon as they enter the room. At that moment they are often disoriented and focused on other things. The most effective choices, instead, match moments that are already “natural” points of decision, where the choice feels like a service preference. The clearest example is housekeeping and linen. The average stay is around three nights, and we fully service the room, with a complete linen change, from the third day, or on request. If a guest wants full service every day, they can communicate it. This policy was introduced mainly after the Covid period. At first it created resistance, because some guests interpreted it as a cost-saving measure. Today, however, it has become a sector standard, and complaints have decreased significantly.

Another favourable moment is the choice at the restaurant. We use an icon on the menu to signal local dishes, but this is still a “shy” form of communication. Guests need to notice the symbol and read the legend. It would probably work better if the dining staff also highlighted this information in a natural way, as part of the story of the dish, turning sustainability into a quality detail rather than an abstract message.

On overall impact, another critical point emerged. The biggest part of the guest footprint is not what they do in the hotel, but how they arrive. We carried out a carbon footprint calculation, and the result was strongly influenced by mobility (flights, transfers). This is an area where hotels have limited control, partly because some calculation models estimate impact based on nationality and travel assumptions, which are not always accurate compared to real trips. That said, within what we can control, we offer a concrete option. We provide an electric car for local transfers at a symbolic price that mainly covers costs, so guests can move around with lower impact.

Finally, the destination context affects guest willingness. In a natural environment, like the lake, people seem more relaxed and less “in a rush” than in an urban hotel, and therefore more willing to accept conscious choices. We work a lot on the link with the territory through local suppliers (dairies, farm stays), with an extended collaboration with producers in the Valtenesi area for wi-

nes, and with fishers who bring us the catch of the day. The recommended activities also support wellbeing and a slower way of enjoying the place, such as walking, cycling, and sport. Some experiences, however, remain ambiguous. Boat trips are a strong tourist desire on Lake Garda, but they can have a high impact. To balance this, we also collaborate with historic sailing boats and organise experiences such as dinners on board. On the other hand, we have completely eliminated helicopter tours, both because of high consumption and because they were not especially appreciated.

4. If these small choices were offered in a “discreet” way (for example pre-arrival, check-in, QR/app, in-room tablet, WhatsApp message, card in the room), which format feels most natural for your guests? And which might be ignored?

The most effective format is one that places the guest in front of a clear choice, but in an elegant and non-invasive way. One example that impressed us is Portrait Milano. They introduced a very discreet linen solution using a real pine cone placed on a wooden stand with a message. The rule is simple. Sheets are changed every three days, but if the guest wants them changed earlier, they can place the pine cone on the bed. It is a natural gesture, coherent with the aesthetic, not disposable, and it also recalls a “nature-inspired” feeling without moralising explanations. We still communicate through cards made of recycled paper from Cartiera di Toscolano, and we purposely choose a rough, visually recognisable paper to make the material choice visible. However, it is still paper. It is coherent, but it could be improved. In any case, it works when the message is kind, placed where the guest will notice it, for example on the bedside table, and when it does not feel like an imposition or a “chain-like” communication.

5. At the end of the stay, how would you imagine a short summary of the choices made, in a way that is elegant and not judgemental?

The idea is interesting and could work if the tone stays positive and constructive. I imagine a post-stay email similar to classic thank-you messages, such as “thank you for staying with us, we hope to see you again soon”, with a small summary added: “During your stay you contributed to...”. To avoid any judgement, I would start from what the hotel already does in a structured way, such as plastic reduction, efficiency, and supply chain choices, and translate it into a “per guest” share by dividing overall results by the number of stays or presences. This keeps the message positive, “you contributed together with us”, without creating pressure or comparisons. True personalisation, based on each guest’s choices, would be even more effective, but it requires a reliable

tracking system. Preferences need to be recorded without making operations heavier.

6. Are there points where this kind of proposal could create operational friction for your team? What would be the main practical difficulties?

The biggest waste, in general, concentrates in Food and Beverage, where daily management is complex and requires creativity and coordination. Some sustainability choices can introduce small frictions. For example, installing water fountains removed small bottled waters, which were previously also available in formats that were more convenient for staff. Now it requires refill bottles and recharging. It is a small change, but it is still a micro operational inconvenience compared to disposable solutions. Overall, however, the team is young and has shown openness, and even enthusiasm, towards these changes.

Interview Relais & Châteaux Hotel Gardena

1. Are there sustainability practices already in place that guests do not notice or understand? On the other hand, which ones seem to be most appreciated or noticed?

Many sustainable practices are already integrated into our operations, but guests do not always fully notice them. A significant example is our choice of local suppliers. In our grill restaurant 4 Sajons, we work exclusively with local products, selected from suppliers in our area. This supports the territory and reduces the impact linked to transport. This aspect is very important to us, but it often stays “behind the scenes” unless it is communicated in the right way.

Another example is water. About two years ago we installed a BWT, Best Water Technology system, which allows us to micro-filter and treat water directly in the hotel. This system helps us drastically reduce the use of bottles, limit transport, and lower environmental impact, while still maintaining a very high quality standard. In parallel, we try to reduce plastic as much as possible, preferring reusable solutions or more sustainable alternatives. Again, this is a practice that is often not very visible, but it has high value.

On the other hand, initiatives that have a direct impact on the guest experience are more immediately understood and appreciated, such as product quality, the local origin of food, and choices connected to in-room comfort.

2. At what moments during the stay is a guest more open to making a small conscious choice, without experiencing it as effort or sacrifice?

One of the best moments is the in-room experience. For example, we offer guests the option to choose whether they want linen changed every day or every second day. If this option is presented with discretion and clarity, it is often perceived as a form of service personalisation rather

than a sacrifice.

Pre-arrival and, to a lesser extent, check-in can also be good moments, as long as the information is short and not intrusive. In general, guests are more receptive when they are relaxed and not in a rush.

3. If you proposed a slightly different but more environmentally responsible option, how should it be presented so it does not feel like a sacrifice, but like added value?

In a luxury context, a sustainable alternative must be communicated as a value choice, never as a limitation. It is important to explain the “why” behind the choice, linking it to quality, the territory, guest wellbeing, or the authenticity of the experience, while avoiding any educational or moralising tone.

4. If these small choices were offered in a “discreet” way (for example pre-arrival, check-in, QR/app, in-room tablet, WhatsApp message, card in the room), which format feels most natural for your guests? And which might be ignored?

The most natural formats for our guests are digital and integrated ones, such as pre-arrival communication, an in-room tablet, or information in the room, or a direct and personalised explanation from the concierge. QR codes or cards work only if the language and design are extremely refined. Channels that are too frequent or perceived as intrusive risk being ignored.

5. At the end of the stay, how would you imagine a short summary of the choices made, in a way that is elegant and not judgemental?

An elegant summary could be a post-stay email or a short sentence at check-out that thanks the guest for the choices made, without numbers or comparisons, but with a tone of recognition and gratitude. The goal is not to “measure”, but to highlight value.

6. Are there points where this kind of proposal could create operational friction for your team? What would be the main practical difficulties?

The main difficulties relate to service consistency and team training. The proposed choices need to be simple, intuitive, and well integrated into daily operational flows, to avoid slowdowns or inconsistencies between departments, especially in a luxury context where the expectation of seamlessness is very high.

I hope these reflections can be useful for designing a realistic service that is coherent with high-end hospitality codes. I remain available for any further discussion or future exchange.

Interview Palazzo Parigi

1. Are there sustainability practices already in place that guests do not notice or understand? On the other hand, which ones seem to be most appreciated or noticed?

In a property like ours, many “sustainable” practices already exist, but they remain invisible because they sit inside the operating machine, not in the hospitality ritual. For example, optimising technical systems (smart control of temperature and ventilation when the room is empty), choosing suppliers with shorter supply chains for some raw materials, reducing waste in the kitchen and laundry, or using less aggressive but equally effective cleaning products. Guests, instead, mainly notice what directly affects the quality of the stay: a bathroom with elegant amenities that are not “single-use”, water served with care (without too much plastic), a breakfast or dinner that communicates seasonality and local identity, or housekeeping that adapts to their rhythm without disturbing them.

2. At what moments during the stay is a guest more open to making a small conscious choice, without experiencing it as effort or sacrifice?

The best moments are those when guests are already making “style” choices about how they want to spend their time. Before arrival, when they confirm details and preferences, they are receptive because they are shaping the experience. In the room, when they decide how they want to live the space (privacy, silence, housekeeping timing, minibar), it feels even more natural. At check-in it can work only if the question is extremely quick and framed as personalisation, not as an ethical topic. In general, the holiday context tends to weaken the translation of pro-environmental attitudes into concrete actions, so sustainable choices must fit the “holiday mood”, avoiding any sense of effort, sacrifice, or moralising. In other words, it has to feel like a comfort choice, not a task.

3. If you proposed a slightly different but more environmentally responsible option, how should it be presented so it does not feel like a sacrifice, but like added value?

If we propose a more responsible option, it should be framed as immediate added value. For example: “Would you prefer a full daily cleaning, or a more discreet version that gives you more privacy and fewer interruptions?” Or: “Would you like the classic minibar, or a more essential and curated selection, with local products and refills on request?” The key is to avoid words like “give up” or “reduce”. Guests should read “more tailored”, “more elegant”, “more consistent with the style of the stay”, especially in a city like Milan, where quality is also linked to discretion.

4. If these small choices were offered in a “discreet” way (for example pre-arrival, check-in, QR/app, in-room tablet, WhatsApp message, card in the room), which format feels most natural for your guests? And which might be ignored?

The most natural format for our guests is a pre-arrival concierge message (email or text) with very few ready-made options, so it only takes a “yes” to activate them. Alternatively, a digital touchpoint that is already “legitimised” by use works well, such as an in-room tablet used for room service, spa, and requests. In that context, the preference does not feel like a campaign, but like a service. A card in the room can be ignored if it looks generic or “chain-like”, while a standalone QR code without context is often perceived as marketing or bureaucracy.

5. At the end of the stay, how would you imagine a short summary of the choices made, in a way that is elegant and not judgemental?

At the end of the stay, I imagine a summary with a grateful tone, not a measurement tone. It could be a sentence at check-out, or a very short post-stay email: “We noted your preferences (for example, in-room privacy and refills on request). Thank you: these are choices that make the stay lighter, without changing the pleasure of the experience. If you wish, we can save them for your next visit.” No numbers, no comparisons, no “well done”, just service continuity.

6. Are there points where this kind of proposal could create operational friction for your team? What would be the main practical difficulties?

Operational risk appears when preferences are not immediately visible to all departments. If housekeeping cannot clearly see “do not enter before 12” or “linen change every other day”, discomfort is created and then the team needs to repair the experience, which in luxury matters more than the choice itself. Too many options also increase front desk time and raise the risk of mistakes across shifts. For this reason, the solution should be a few high-impact choices, integrated into the hotel system, with simple rules: immediate activation, the ability to change your mind in one click, and language that always stays focused on comfort.

