

Triple Bottom Line Practices on Sustainability of Selected Hotels: Basis for a Proposed Strategic Plan

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Abstract

This study examines the implementation of Triple Bottom Line (TBL) sustainability practices—economic, social, and environmental—in selected budget hotels (Chanel Paris Hotel Corp., Microtel Inns and Suites by Wyndham South Forbes, and Herbel Apartelle) and their impact on customer satisfaction, loyalty, and repeat visitation. Using a quantitative descriptive-correlational design, data were collected from 250 respondents (210 guests and 40 employees) via purposive sampling. Results indicate that employees perceive TBL practices as highly implemented (mean = 3.47), with environmental sustainability scoring highest (mean = 3.51). Guests reported high satisfaction across service quality dimensions (mean = 3.42), particularly in reliability (mean = 3.47) and empathy (mean =

3.43). Notably, social sustainability showed the strongest correlation with customer satisfaction ($r^* = .661$, $p^* < 0.05$) and loyalty ($r^* = .569$, $p^* < 0.05$), while generational and gender differences influenced perceptions of sustainability practices. Based on these findings, a 5-year strategic plan was proposed, integrating digital innovation (e.g., AI-driven chatbots, CRM systems), eco-certifications, and community engagement to enhance competitive advantage. The study underscores the strategic value of TBL practices in fostering sustainable hospitality operations and customer retention, offering actionable insights for budget hotels aiming to align profitability with planetary and social responsibility..

Keywords: *Triple Bottom Line, sustainability, hotels, hospitality industry, CSR, environmental sustainability, social sustainability, economic sustainability, sustainable practices, strategic plan, stakeholder engagement, business sustainability*

INTRODUCTION

This study delved into the sustainability practices based on the Triple Bottom Line (TBL) of selected hotels to support the development of a proposed 5-year strategic plan. It examined the profile of the respondents considering factors like age, sex, civil status, highest educational attainment, and average monthly income. The research evaluated the current TBL practices in three areas: economic, social and environmental, while also measuring customer satisfaction across various service quality dimensions such as responsiveness, assurance, empathy, tangibles and reliability. Additionally, it investigated how these sustainability practices impact client loyalty and the likelihood of repeat visits among different generational groups.

METHODOLOGY

The study utilized a quantitative, descriptive-correlational research design to investigate the relationship between Triple Bottom Line sustainability practices and customer perceptions in selected budget hotels. The research was conducted across three establishments - Chanel Paris Hotel Corp., Microtel Inns and Suites by Wyndham South Forbes, and Herbel Apartelle - to ensure diverse representation within the budget hotel sector. A purposive sampling method was employed to gather data from 250 respondents, consisting of 210 guests and 40 employees, which provided balanced perspectives from both service providers and consumers.

Data collection was performed using a structured, researcher-developed questionnaire that underwent rigorous validation through expert review and pilot testing. The instrument featured four key sections: demographic profiling to understand respondent characteristics, an assessment of TBL practices across economic, social and environmental dimensions, an evaluation of service quality using SERVQUAL metrics, and an examination of customer loyalty and behavioral intentions. All items were measured using a standardized 5-point Likert scale to ensure consistent response quantification.

Statistical analysis was conducted using SPSS software to process the collected data through multiple analytical techniques. Descriptive statistics including frequencies, percentages and weighted means were computed to summarize respondent profiles and sustainability implementation levels. Inferential statistical methods such as t-tests and ANOVA were applied to examine group differences based on demographic variables, while Pearson correlation analysis was employed to determine relationships between sustainability practices and customer satisfaction metrics. The comprehensive analytical approach enabled robust examination of both implementation patterns and impact assessment of TBL initiatives in the hospitality context.

RESULTS AND DISCUSSION

Most of the respondents are Millennials (28-43 years old) and comprise 42% of the respondents. The distribution of sex is equal, with males and females being 50%(106 males and 104 females for customers; 19 males and 21 females for employees). Most (57.2%) are single. The majority (68.4%) has a college degree, which indicates a well-educated population. The largest income range is between P10,000-P30,000 per month and comprises 54% of the respondents.

The employee respondents hold a favorable image of sustainability initiatives, with economic (3.49), social (3.40), and environmental (3.51) all ranked as Highly Implemented. The overall mean on the TBL practices on sustainability is 3.47, indicating favorable response.

Guests are highly satisfied across all dimensions: reliability (3.47), assurance (3.41), tangibles (3.33), empathy (3.43), and responsiveness (3.45) with an overall mean of 3.42, indicating consistently positive service experience.

Guests' attitudes strongly agree with the influence of TBL practices on sustainability on loyalty and the likelihood of repeat visits (3.45), subjective norms (3.54), and perceived behavioral control over making sustainable choices (3.52). The overall score of 3.51 suggests TBL practices positively impact loyalty and the likelihood of repeat visits.

Findings indicate that employees generally share similar views on sustainability practices, regardless of their age, civil status, education, or income. There are no major differences in how they evaluate economic, social, environmental, and overall sustainability efforts. Interestingly, age groups did show a notable result concerning environmental sustainability (Sig=0.034), further analysis didn't reveal

any significant difference ($p > 0.05$). On the other hand, there were clear differences between sexes, with males and females having distinct views on economic ($\text{Sig} = 0.014$), environmental ($\text{Sig} = 0.010$), social ($\text{Sig} = 0.012$), and overall sustainability practices ($\text{Sig} = 0.005$).

There is a significant correlation between the different dimensions of sustainability and the level of customer satisfaction on service quality. The economic and environmental factors show moderate correlation ($r = .521$, $p < 0.05$), while social sustainability stands out with a stronger correlation ($r = .661$, $p < 0.05$).

Findings also reveal a significant relationship between sustainability practices and loyalty or the likelihood of repeat visits. Specifically, economic and environmental sustainability show moderate correlations, while social sustainability has a strong relationship with subjective norms, perceived behavioral control. Overall, sustainability practices are strongly correlated to customer loyalty and repeat visits ($r = .569$, $p < 0.05$).

Output of the Study (Proposed Strategic Plan)

The proposed 5 -year strategic plans were based on the findings of the study and includes the following elements: goals and objectives, strategies and tactics, 5-year strategic action plan, monitoring and evaluation, key performance indicators, targets and persons responsible. The plan aims to improve the existing sustainability practices, enhance guest experience and establish a competitive edge for the selected budget hotels.

This paper recommends five-year strategic plans for three budget hospitality establishments: Microtel Inns and Suites by Wyndham South Forbes, Chanel Paris Hotel Corp., and Herbel Apartelle to enhance guest experience through digital innovation, sustainability, and cultural engagement. Microtel Inns and Suites is projected to position itself as an eco-luxury brand by implementing CRM-integrated PMS, mobile applications, AI-driven chatbots, and multilingual feedback systems in the first year. By Year 3, it will strengthen guest personalization with AI-facilitated service recognition and cultural programming, while aiming to reduce energy and water usage annually. By Year 5, it will launch an “Eco Luxury” brand featuring sustainable experiential packages, green certification dashboards, an 80% linen reuse rate, and employee incentive programs that promote eco-conscious service excellence.

Likewise, Chanel Paris Hotel Corp. and Herbel Apartelle will adopt strategic initiatives tailored to their budget positioning while targeting elevated service standards. Chanel Paris Hotel Corp. will integrate Facebook Messenger chatbots, QR code-enabled access, and CRM systems, followed by a guest mobile app, cultural showcases, and a “Green Guest Rewards” program by Year 5. It will aim for 85% chatbot adoption and 50% utilization of locally sourced food. Herbel Apartelle, on the other hand, will focus on WhatsApp-enabled guest services, virtual check-ins, and local artisan displays. It will expand its sustainability messaging through social media, linen reuse programs, and farmer partnerships, with targets including an 85% digital check-in rate, full linen reuse, and a 4.5-star guest satisfaction score. These strategic plans are expected to redefine budget hospitality by blending technology, sustainability, and community-driven service into a competitive and future-ready business model.

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