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Environmental Sustainability in Meeting and Conference Venues

A Collective Case Study of Selected Venues in London and Vienna

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DECLARATION

“Declaration:

This Dissertation is the work of Barbara Obritzhauser. All other contributors are acknowledged in the text and listed in the Reference List.

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ABSTRACT

This dissertation investigates Environmental Sustainability in Meeting and Conference Venues and a collective case study of selected venues in London and Vienna is presented. The need for a more sustainable business environment has come to the forefront of many industry sectors, including the conference industry. Therefore, also meeting and conference venues are in the process of adapting to a changing, more environmentally aware working culture to implement green practices and initiatives.

Vienna and London were chosen because the two cities are major players in the meetings industry and provide umpteen venues suitable for this research project. In order to reach this project's aim, four venues participated in the study and were examined through primary research. Three research questions, rephrased as the following objectives, provided the basis for the qualitative research undertaken.

First, to investigate what practices, activities and rules are implemented to make meetings and conferences green in selected conference venues in London and Vienna. Secondly, to examine what systems and mechanisms are being implemented or integrated in the building design of these selected venues. Third, to assess in what ways marketing managers make use of their venues' green initiatives to attract and gain clients.

Semi-structured interviews were held with one or more representatives of each venue. Additionally, secondary research was conducted to enhance the quality and breadth of information provided by the study. The collected data was manually analysed and subsequently linked to the theoretical concepts from the literature review to discuss similarities and differences between them.

The research findings revealed that concerning green meetings, the main initiatives undertaken were in the F&B and waste management areas of a meeting. Additionally, organiser guidelines are offered with further ideas

for sustainable practices at meetings and leaders even offer sophisticated carbon footprint calculation tools to their clients.

The appliance to specific rating standards emerged as an important factor to regularly control and implement new sustainable ideas. Thus, both areas, green meetings and sustainable building design, are affected.

Relating to the sustainable building design of a venue, research showed that all venues investigated engage in special waste management strategies to minimise waste production. Other mechanisms and instalments in the areas of water, lighting, heating and energy are mainly to reduce the consumption of water or energy. Different ownership relations as well as the protection status of a building certainly impact on the freedom of a venue to implement sustainable mechanisms and on the way of their control.

Finally, findings concerning the marketing of conference centres and green initiatives revealed that if possible, sustainable attributes are incorporated into the venues' USPs and innovative co-operations, for instance with transport authorities, are established. Special industry awards and the compliance to particular rating standards provide a certain level of confidence and comfort to clients. Further marketing activities include the use of PR and the support of different CSR events. Ultimately, conference venues promote themselves through their local CVBs, different marketing consortia and industry associations such as ICCA and AIPC.

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LIST OF ABBREVIATIONS

ACB	Austrian Convention Bureau
ACCC	Atlantic City Convention Center
ACE	Association for Conferences and Events
AIPC	International Association of Congress Centres
APEX	Accepted Practices Exchange
AZOT	Arizona Office of Tourism
BMLFUW	Federal Ministry of Agriculture, Forestry, Environment and Water Management (Austria)
BREEAM	Building Research Establishment Environmental Assessment Method (UK)
BSI	British Standards Institution
BTA	British Tourist Authority
CCC	Colorado Convention Center
CCE	Conference Centres of Excellence
CIC	Convention Industry Council
CSR	Corporate Social Responsibility
CVB	Convention and Visitor Bureau
DMAI	Destination Marketing Association International
DMC	Destination Management Company
DMO	Destination Marketing Organisation
EPA	Environmental Protection Agency (US)
eReco	IT and Electrical Recycling Company (UK)
ExCel	Exhibition and Convention Centre London
F&B	Food and Beverage(s)

GMIC	Green Meetings Industry Council
HCCE	Historic Conference Centres of Europe
HSMA	Hospitality Sales and Marketing Association
ICCA	International Congress and Convention Association
IMEX	Exhibition for Incentive Travel, Meetings and Events
ISO	International Organization for Standardization
LDA	London Development Agency
LED	Light Emitting-Diode
LEED	Leadership in Energy and Environmental Design
MBG	Vienna Trade Fair Holding Company
MIA	Meetings Industry Association
MPI	Meeting Professionals International
NRC	National Recycling Coalition (US)
ÖHV	Austrian Hotel Association
ORV	Austrian Travel Agency Association
PAX	Persons Approximately
PCC	Phoenix Convention Center
PCO	Professional Conference Organiser
PEST	Political, Economic, Social, Technological
PESTLE	Political, Economic, Social, Technological, Legal, Environmental
PR	Public Relations
PSAC	Public Service Alliance of Canada
ROI	Return on Investment
SKÅL	International Association of Travel and Tourism Professionals

UNESCO	United Nations Educational, Scientific and Cultural Organization
USP	Unique Selling Proposition
VCB	Vienna Convention Bureau
VCC	Vancouver Convention Centre
WWF	World Wide Fund for Nature

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1 INTRODUCTION

1.1. Research Aim and Research Questions

As the title indicates, the aim of this exposition is to investigate the environmental sustainability in meeting venues in London and Vienna. In order to reach this goal, the following three research questions have been defined:

I. What practices, activities and rules are implemented to make meetings and conferences green in selected conference venues in London and Vienna?
II. What systems and mechanisms are being implemented or integrated in the building design of these selected venues?
III. What are the ways in which marketing managers make use of their venues' green initiatives to attract and gain clients?

1.2. Rationale

Green meetings have been a major topic in the media for nearly a decade (Carey, 1999; Mair & Jago, 2010; Smith, 2009), but also the coverage on sustainable conference centres has increased significantly in recent years (Hall, 2011; MeetingsNet, 2009c). However, as Smith (2009) observed, there is still insufficient literature available on the actual sustainable practices of conference centres around the globe. Therefore, there is a need to collectively investigate the practices by meeting and conference centres in both areas (green meetings and the sustainability of conference buildings). Additionally, it is necessary to examine the marketing practices undertaken by conference venues to market sustainable initiatives as authors such as Polonsky (2011) and Sharma *et al.* (2010) refer to a lack of literature in this field of research.

1.3. Research Context

The need for a more sustainable business environment has come to the forefront of many industry sectors (Starkey & Welford, 2001; Rydin, 2006),

including the conference industry. Therefore, all players – whether conference centres, PCOs or other suppliers – need to adapt to a changing, more environmentally aware working culture (CIC, 2004; Carey, 1999), where not only clients but also other stakeholders such as locals whish for green practices and initiatives (VCC, 2010). Thus, it is important for all industry professionals to gain an insight into and ideas from the field of Environmental Sustainability in Meeting and Conference Centres to uphold in a greening conference and events industry (CIC, 2004; Sustainable Events Summit, 2011).

Ultimately, the geographical context of this dissertation can be justified. The choice to investigate venues in London and Vienna was made because the two cities are major players in the meetings industry and provide umpteen venues suitable for this research project.

1.4. Methodology

Primary data was generated through qualitative research. More precisely, semi-structured interviews were held with one or more representatives from four venues, two in London and two in Vienna. An inductive analysis approach was selected. Thus, emerging themes from the collected data were manually organised. To complement the information gathered through primary research, secondary research was conducted using company internal as well as externally originating documents.

1.5. Thesis Outline

Following this introduction, the literature review will cover the main topics investigated in this dissertation, namely green meetings, sustainable architecture and green building design as well as the marketing of conference venues and green initiatives. The third chapter examines the research methods chosen for this study and additionally outlines research specific details relating to each methodology aspect. This is followed by chapter four where results from primary and secondary research will be analysed and at the same time linked to the theoretical concepts from the

literature review to answer the three research questions outlined above. Finally, the conclusion provides a summary of the main research findings as well as recommendations for the meetings industry and for further research.

2 LITERATURE REVIEW

2.1. Introduction

The literature review of this dissertation is to introduce the main themes investigated in the research project and to build a thorough basis for the reader. The following sub-chapters are structured according to the research questions mentioned before and cover topics on green meetings, sustainable architecture and green building design as well as the marketing of conference venues and green initiatives. Additionally, the literature review is enhanced by a short chapter on sustainability and its dimensions, as well as an introduction to London and Vienna as sustainable congress cities.

2.2. Sustainability and its Dimensions

As 7group and Reed (2009:42) explain, *"sustainability literally is about sustaining life – a practice by which living things such as forests and people [...] contribute to the interrelationships that ensure [...] [life] over the long haul"*. This broad and vague definition shows the difficulty of finding a consensus as to what sustainability actually means and incorporates as well as how it can be achieved (7group & Reed, 2009; Dunphy *et al.*, 2003). Goodland (1995) identified three main types of sustainability, namely social, economic and environmental sustainability. This type of concept has also been used by Middleton and Hawkins (1998), who applied it within the field of tourism and classified two dimensions of sustainable tourism, namely the physical and the socio-cultural environments.

Resistance to commit to sustainability exists because solutions such as decreasing population growth, reducing consumption and consequently waste as well as relying on renewable resources are seen as politically unsatisfactory (Goodland, 1995; Starkey & Welford, 2001). Starkey and Welford (2001) continue to clarify that changing the technology to produce goods and services is the only acceptable option to achieve sustainability.

All of the above mentioned authors agree that although the ways and approaches to environmental sustainability differ between countries and industries, the aim remains the same – to minimise and prevent negative environmental impacts associated with a specific product or service (Goodland; 1995; 7group & Reed, 2009; Starkey & Welford, 2001; Dunphy *et al.*, 2003; Middleton & Hawkins, 1998). Eventually, this links the general sustainability concept to the conference industry, in particular to conference and meeting venues, as the demand for green venues, green planners and sustainable meeting elements increases (Nack as cited in Smith, 2009; Bassett, 2007).

2.3. Green Meetings

Authors and industry professionals agree that the trend towards sustainable practices at meetings and in venues is strongly developing (Mair & Jago, 2010; Smith, 2009; Rogers, 2008a; Carey, 1999; EXPO, 2010). The greening of meetings is encouraged by several factors, namely personal values, client requirements and competitive advantage, CSR policies, modern technology and the media (Mair & Jago, 2010; Carey, 1999; VCC, 2010; Maple as cited in Rogers, 2008b). Industry professionals who personally believe in sustainability will rather enforce environmentally friendly business practices. Furthermore, once clients wish for green practices because they feel pressure from their own stakeholders, companies will certainly have to implement them to keep their competitive advantage. Some industry professionals indicate that it is all about *"being seen to be green"* (Mair & Jago, 2010:87). In a few years however, others say, sustainable practices will be regarded as a so-called 'hygiene factor'. Hygiene factors, originating from Herzberg's Two-Factor Theory (Robbins & Coulter, 2007), represent basic requirements which every company should offer to operate successfully. In recent years, significant attention was paid to CSR. Thus, companies created comprehensive CSR policies including sustainability issues. Moreover, many technological advances made it possible for conference planners

and venues to act more consciously for the environment. Ultimately, also the media stimulates the greening of meetings because it influences the opinion and attitude of the public, mainly through TV coverage of sustainability issues such as climate change (Mair & Jago, 2010; Carey, 1999; VCC, 2010; Maple as cited in Rogers, 2008b). Nevertheless, one needs to consider that holding green events is not as difficult in some areas of the world than in others (Wardle, 2004).

Financial concerns are considered to be the main barrier towards green work practices (Mair & Jago, 2010; Whiting as cited in Wardle, 2004; EXPO, 2010). However, Nack (as cited in Smith, 2009), CIC (2004) and Carey (1999) claim that this is a wrong impression many industry professionals have and that various sustainable practices, for instance double-sided printing or eliminating bottled water, actually save costs. The other commonly mentioned barrier is the lack of knowledge and awareness of high level decision makers, who would have the authority to implement green initiatives but fail to do so (Mair & Jago, 2010; Carey, 1999; VCC, 2010).

2.3.1. Measures and Initiatives for Sustainability at Meetings

Suggestions and knowledge about how to make meetings more sustainable are great in number. The from research emerging areas of action can be categorised into site selection, transportation, F&B, waste, energy, communications, marketing and IT, exhibitions and delegates.

Meeting planners should define their expectations regarding sustainable objectives and goals prior to selecting a destination and a venue. Furthermore, CVBs and DMCs can provide information on green venues and suppliers as well as whether the potential destinations have accurate disposal systems and programmes for energy and water consumption (MeetingsNet, 2010a; CIC, 2004; PSAC, 2008; Kilkenny as cited in Scofidio, 2007a).

For large international meetings it is advisable to select destinations which connect to transportation hubs such as large international airports and if

multiple venues are needed they should be in walking distance of each other (MeetingsNet, 2010a; Carey, 1999; VCC, 2010; MeetingsNet, 2009a). When selecting a transportation provider, meeting planners should inform the provider about their environmental requests and these should also be included in the contract. Additionally, organisers should ask whether the vehicles used are fuel-efficient or use alternative fuels. Shuttle busses further help to minimise carbon footprint and offer delegates an untroubled arrival at their destination (MeetingsNet, 2010a; CIC, 2004; NRC, 2007). A best practice example is definitely displayed by the 2008 Worldwide McDonalds Convention, which used hydrogen-fuelled buses to shuttle attendees (Gecker, 2008).

In order to exactly calculate the quantity of food needed and to reduce waste, it is suggested to ask delegates at the registration to sign up for meals. Meeting planners can include the request for reusable cutlery, dishware and linens in the contract. Any plastic packages, single-serving containers and bottles should be avoided and substituted by recyclable materials. Moreover, F&B providers should be obliged to mainly use seasonal and organic food that is compostable and local suppliers should be chosen to minimise transport mileage (MeetingsNet, 2010a; Carey, 1999; CIC, 2004; VCC, 2010; MeetingsNet, 2009a; NRC, 2007; PSAC, 2008). Relating to organic food, Landry (2007) notes that it is usually more expensive and some clients therefore still choose less sustainable meal options. The most accomplishable green initiative for any meeting planner or conference venue is to offer water in tanks or jars, as opposed to bottled water (PSAC, 2008; Carey, 1999; MeetingsNet, 2010a). Leftovers should be, where possible, donated to institutions for homeless people. Any other food waste should be composted, either on-site or by using an external company (MeetingsNet, 2010a; Carey, 1999; CIC, 2004; VCC, 2010; NRC, 2007). Ultimately, VCC (2010) recommends using non-toxic cleaning products.

As for every waste initiative, the golden rule for meeting industry players should be to reduce, reuse and recycle. Preventing waste includes

initiatives such as providing water stations or utilising certain IT devices to reduce printing. To promote recycling at the conference, an on-site recycling programme should be created, for instance in the form of 'waste centres', to collectively discard paper, cardboard, glass, plastics, metals and organic waste (PSAC, 2008; MeetingsNet, 2010a; CIC, 2004; VCC, 2010; Kovaleski, 2008; Kilkenny as cited in Scofidio, 2007a; NRC, 2007). As an example, 152 compartment-bins were set up for the Greenbuild Convention in Phoenix in 2009 (Kovaleski, 2010). Organisers are advised to reuse generic conference material such as signs, name badges and lanyards as well as anything usable that was not distributed (MeetingsNet, 2010a; Kovaleski, 2008; MeetingsNet, 2009a; NRC, 2007).

Many conference venues and hotels are in the process of changing normal light bulbs to low-wattage bulbs to save energy (Carey, 1999; Kilkenny as cited in Scofidio, 2007a). Furthermore, especially in hotels master key systems have been installed where the guest's key is needed to switch on the electricity supply of the room (Carey, 1999). The organising team for the McDonalds Convention held in Orlando designed a lighting and air-conditioning schedule for each hall in use to reduce the event's energy use (Gecker, 2008).

Meeting planners should provide conference material electronically where possible and further reduce paper use by printing double-sided on recycled paper with vegetable-based inks (PSAC, 2008; MeetingsNet, 2010a; CIC, 2004; VCC, 2010; Kovaleski, 2008; NRC, 2007). Conference registration should be offered as an online-service and subsequently, all event confirmations and proceedings may be sent via e-mail to attendees (CIC, 2004; VCC, 2010; MeetingsNet, 2009a). A website should be created providing all essential conference information as well as advertising space for event sponsors (Kilkenny as cited in Scofidio, 2007a; MeetingsNet, 2009a; NRC, 2007).

Regarding exhibitions, planners and exhibitors are advised to distribute useful give-aways, if possible made out of recycled material. Additionally,

the amount of collateral material brought to the exhibition should be limited and rather given out in digital form to minimise non-organic waste (Carey, 1999; CIC, 2004; VCC, 2010; NRC, 2007). Furthermore, the NRC (2007) recommends creating sustainability policies for exhibitors to which they can or have to, depending on the event, adhere. This was for instance implemented for the Greenbuild Convention 2009 (Kovaleski, 2010).

Conference delegates should definitely be informed about the sustainable objectives and green initiatives of the event (MeetingsNet, 2010a; NRC, 2007). Furthermore, they should also be educated about environmentally friendly transportation options for instance if there is a good train connection to the destination (MeetingsNet, 2010a) or, if a rather local site is selected, carpooling should be encouraged (Kovaleski, 2008; Hallett, 2008).

Delegate bags should be made of biodegradable materials and be reusable as shopping bags for instance (PSAC, 2008; MeetingsNet, 2008a). Additionally, Wilson (as cited in MeetingsNet, 2008a) suggests that conference attendees' bring their own bags, for example from previous conferences or every-day life, which very well can start a conversation and therefore facilitate networking.

Various guidelines for green meetings are available from conference venues and industry associations such as the VCC (2010) and CIC (2004). Moreover, several checklists have been published by industry organisations. These were combined into an article by MeetingsNet (2008b) and include checklists by BlueGreen Meetings and MPI for instance.

2.3.2. Tools to Measure Sustainable Meetings

Today, a fundamental part of greening meetings is assessing a meeting's environmental impact as well as the reduced impact from sustainable initiatives. In many cases, conference planners and owners try to estimate their event's carbon footprint – adding up all carbon emissions generated, including delegate and exhibitor travel by plane, hotel stays and total

energy usage (Kovaleski, 2008; MeetingsNet, 2009b). Several online calculators are available to measure different parts of a meeting. These, for instance the bottled water costs calculator or the eco-savings of printing jobs calculator, were published in an article by MeetingsNet (2009b). Furthermore, the MeetGreen® Calculator was launched in 2007, a web-based tool which measures a meeting in ten key areas and is based on elements of the CIC's Green Meeting Guidelines, BS8901, and the APEX Green Meetings and Events Standards (Scofidio, 2007b; MeetGreen, 2010).

2.3.3. Current Rating and Assessment Systems

To begin with, two green eco-labels for the two cities investigated will be introduced. Green Tourism for London is an accreditation scheme for tourism institutions such as hotels, attractions and conference venues in London. Bronze, Silver or Gold awards can be received after the business has been assessed in areas such as energy and resource management (VisitLondon, 2010; LDA, 2010). The Austrian Eco-label for Green Meetings was created to demonstrate sustainable meeting management by planners and hosts. Any form of meeting, from large congresses, over scientific symposia, to national governmental conferences, can be awarded the eco-label. Additionally, PCOs, congress centres and conference hotels are able to attain a Green Meetings Licence, representing their professionalism and commitment to environmental sustainability (ACB, 2010a; BMLFUW, 2010).

Essentially, this section also relates to two rating standards, namely ISO14001 and BS8901, which both assess the management system of an organisation to ensure sustainable work morals and as a result greener meetings. These however will further be introduced in chapter 2.4.3.

2.4. Sustainable Architecture and Green Building Design

Sustainable development has been a popular strategy for many politicians and policy makers. Sustainable architecture however has only emerged

over the past decade (Rydin, 2006; Retzlaff, 2009). The ongoing discussions about climate change, the associated critical environmental circumstances and the dramatically decreasing availability of resources have provoked architects to increasingly engage in ecological building design (Guy & Moore, 2005; European C

ommission, 1999). Also companies have changed their opinions about sustainable architecture (Eichholtz *et al.*, 2009; Lockwood, 2006) due to the existence of performance assessment systems such as LEED or ISO14001, the nowadays affordable and accessible building materials and the evidence that green buildings operate with lower utility costs (Lockwood, 2006; 7group & Reed, 2009). Conclusively, Yeang (1999) emphasises the importance of sustainable architecture for large buildings such as conference venues, since they need much more energy and materials than smaller scale buildings. Mair and Jago (2010) affirm that within the meetings industry, conference centres are the leaders regarding sustainable renovations and developing green facilities.

Sustainable architecture brings certain benefits, the most apparent being economic and environmental in nature. The European Commission (1999) refers to financial savings due to, for example, energy efficient lighting and heating systems. Retzlaff (2009) on the other hand highlights environmental benefits due to lowered energy consumption, water usage and pollution. Last but not least, ecologically friendly materials are used when building sustainably.

Conclusively, Lockwood (2006) and Retzlaff (2009) stress that not only new constructions can be built sustainably but also green renovations can and should be carried out, since maintaining existing buildings is a better option from an environmental viewpoint.

2.4.1. Definitions of Sustainable Architecture

Various authors agree that no universally acknowledged definition of sustainable architecture exists. Instead several concepts and definitions are outlined and explained (Williamson *et al.*, 2003; Rydin, 2006; Guy &

Moore, 2005; Dickie & Howard, 2000). Williamson *et al.* (2003) for instance focus on the sustainability of architecture itself, which displays a discipline as well as a product of the discipline. Furthermore, they emphasise the importance of working with, not against, nature and a building's environment. Dickie and Howard (2000) in contrast view sustainable architecture as an element of sustainable development. Rydin (2006) highlights the fact that sustainable architecture, alike sustainable development, comprises various terms, from water conservation, over energy efficiency, to construction techniques. Guy and Moore (2005) promote the current situation of various definitions and believe that sustainable architecture should rather be subject to local interpretation than globally alike. This is evidenced by Dickie's and Howard's (2000) study on various sustainability themes, where a rather high level of accordance on a local basis was recognised compared to fairly large discrepancies on a global scale.

2.4.2. Green Building Design and Sustainability Systems

As Sudjic (as cited in Guy & Moore, 2005:5) states, *"designing buildings that are truly green is still far from exact science"*. Planners, researchers and building professionals are not concordant about what components determine a green building (Farmer & Guy, 2005; Retzlaff, 2009; 7group & Reed, 2009). One fact is certain though: *"Sustainable buildings are not about fashion or style; they are about performance, resilience and adaptability"* (Roaf, *et al.*, 2004:15). This is confirmed by Zacharian *et al.* (2002) who state that most sustainable designs concentrate on energy and water consumption, construction methodology as well as site selection and costing. Furthermore, Williamson *et al.* (2003) emphasise that architects should remember maintenance, replaceability and future possible requirements of a building.

In general, buildings have major impacts on the environment. Buildings consume resources not only during construction but also through the production of materials needed, through the transportation of materials to

the building site as well as when occupied. Ultimately, a building consumes resources when being demolished (Retzlaff, 2009; Dickie & Howard, 2000). Green buildings on the other side have less effect on the environment, among other reasons because alternative construction materials are used and construction and demolition waste is being recycled (Lockwood, 2006; Retzlaff, 2009).

Technology, research innovations as well as creative ideas are the essence for green buildings (European Commission, 1999; Roaf *et al.*, 2004; Williamson *et al.*, 2003). These strategies and instruments can be categorised into the fields of materials, water, waste and energy and will be discussed in the following paragraphs.

The choice of materials primarily depends on the criteria of costs, aesthetics, performance and availability. Furthermore, the so-called 'embodied energy', hence the energy used to produce a certain type of material, plays a vital role in the selection process (European Commission 1999; Roaf *et al.*, 2004). However, as explained by the European Commission (1999), if used correctly materials reduce the consumption of energy by the same amount quite fast. Some building materials, such as softwood timber from managed forests, may be easily and sustainably available, however others, such as oil or sand, are taken from non-renewable resources and the challenge for sustainable builders is to find suitable substitutes for these to avoid depletion and consequently degradation (European Commission, 1999; Williamson *et al.*, 2003).

According to Addis (2006), Williamson *et al.* (2003) and Roaf *et al.* (2004), the recycling and reusing of construction materials are important and continuously growing practices. They not only promote sustainable construction but also reduce the costs of building projects and help to minimise environmental impacts.

A good example for sustainable architecture and green building design is the VCC, which was expanded to reopen in 2009. A six-acre living roof was built, housing thousands of indigenous plants to enhance the urban

environment, the functionality and the aesthetic appeal of the building (Bair, 2008; Holzer, 2010).

Water is a precious resource which needs to be consciously used. During construction and naturally when buildings are occupied, running water plants and waste water systems need to be available. Consequently, instalments to collect and control rain water are indispensable. Mechanisms such as dual-flushing WC cisterns further assist in minimising water consumption (European Commission, 1999; Murphy, 2010). Wherever possible, these systems are also installed in conference centres, for instance the PCC (Murphy, 2010) and the VCC (Bair, 2008).

Waste from construction sites and businesses is a contemporary problem. Therefore, the EU Waste Management Strategy proposes a waste management system revolving around four core activities, namely reducing waste at the source, sorting of waste, reusing and/or recycling and disposing of waste safely (European Commission, 1999). These cornerstones of reducing, reusing and recycling are also suggested by Roaf *et al.* (2004). Building designers themselves can stimulate waste management by providing facilities for sorting waste, recycling as well as for composting organic waste (European Commission, 1999). Waste management programmes are also a must-have for any conference or meeting venue implementing green principles. These usually include preventing waste at hand, for instance providing handouts electronically instead of paper copies, reusing conference material such as signs and recycling materials such as paper, cardboard and food (Murphy, 2010; Nack as cited in Smith, 2009; EPA, 2010). The ExCel Centre in London can be called the pioneer in regards to food waste recycling. The exhibition and conference centre has its own wormery, holding 300 thousand worms which process all food waste into nutrient-rich soil (Rickard, 2010).

Basically, green buildings aim to reduce the negative impacts, which energy consumption has on the environment. This can be done in three

ways. First, the building itself should be designed to consume less energy. Hence, architects need to plan with passive design formulas. Second, renewable energy resources such as solar power, wind and wave energy as well as biomass should be implemented where possible. Solar design, for instance light capturing roof appliances or solar panels, as a renewable energy source can assist in heating and lighting a building (European Commission, 1999; Williamson *et al.*, 2003). Furthermore, photovoltaic systems which transform sunlight directly into electricity are nowadays an affordable option (Roaf *et al.*, 2004). Third, if there is no other option to conservative systems, the least harming ones should be implemented (European Commission, 1999). Reducing the consumption of electricity in conference centres is an especially important topic, including discussions on air conditioning and lighting systems (Murphy, 2010). The ACCC for instance installed more than 13 thousand photovoltaic panels on its roof and is planning to position a 250 foot tall wind turbine next to the building to compensate for approximately 50% of the convention centre's electricity needs (Rickard, 2010).

2.4.3. Current Rating and Assessment Systems

The performance of buildings is an important issue within sustainable architecture. Therefore, several assessment systems which aim to capture the environmental impacts of a building have been created (Williamson *et al.*, 2003; Farmer & Guy, 2005; Cole, 2005; Ryan, 2011). Roaf *et al.* (2004) further emphasise the importance of such assessment tools by revealing that compared to reality, predicted performance is often higher, sometimes even up to three times.

In general, assessment systems identify a buildings performance by allocating points for certain criteria. These criteria are usually categorised into several areas such as energy and water. Furthermore, individual systems for various building types have been developed (Retzlaff, 2009; Lockwood, 2006, Williamson *et al.*, 2003). Different assessment systems also vary in terms of standards and rating levels. As a consequence,

systems recommend different solutions which sometimes oppose to each other (Moore & Engstrom, 2005; Retzlaff, 2009).

Nevertheless, two systems emerged as the most commonly known, namely BREEAM and LEED (Lockwood, 2006; Williamson *et al.*, 2003; Retzlaff, 2009; Dickie & Howard, 2000; Lee & Burnett, 2008). The current version of the British standard BREEAM covers non-domestic premises such as offices and industrial units. Autonomous investigators assign credits under nine categories, including management, energy, water, materials and pollution. Furthermore, the building can be assessed in three different stages – before, during, and after operation (Farmer & Guy, 2005; Dickie & Howard, 2000; Lee & Burnett, 2008). LEED, developed in the US, is perhaps the most acknowledged building standard world-wide. Points are assigned for five main areas, including water efficiency, energy and atmosphere as well as materials and resources. Moreover, the standard has Certified, Silver, Gold and Platinum award levels (Lee & Burnett, 2008; Lockwood, 2006). The CCC was LEED Certified in 2010 (MeetingsNet, 2010b) and the VCC was the world's first convention centre to be awarded the Platinum LEED level in the same year (Bair, 2008).

Additionally, ISO14001 and BS8901 need to be mentioned – two rating standards which focus on a building's management system and are thus rather suitable for existing buildings. ISO14001 presents the requirements for an environmental management system and allows any organisation to voluntarily set specific objectives. As a consequence, businesses can reduce operational costs, the consumption of energy and natural resources and demonstrate environmental commitment to all stakeholders (ISO, 2011; BSI, 2011). BS8901 was specifically developed for the events industry and provides the requirements for a sustainability event management system, including a sustainability policy as well as problem identification, evaluation and control. The standard is applicable to the event owner, the event organiser and the suppliers of the event throughout all phases – planning, implementation and post-event (BSI, 2010; BSI, 2009).

2.5. Marketing Conference Venues and Green Initiatives

As Rogers (2008a) explains, meeting venues wanting to properly market themselves must acknowledge the high density of competition, the considerable costs of marketing as well as the characteristics of buyers to select a destination first. Further aspects of the marketing environment which influence marketing activities of venues are shorter lead times for events, advanced technology and the facilitated use of the Internet as well as the change in client demographics (McCabe *et al.*, 2000; Davidson & Cope, 2003; Davidson & Rogers, 2006; Gartrell, 1994). A common tool used to investigate a venue's marketing environment is the so-called 'PEST analysis', covering political, economic, social and technical aspects (Davidson & Rogers, 2006). To these, LE, standing for legal and environmental aspects, can be added (Holloway, 2004; Fyall & Garrod, 2005).

2.5.1. A Conference Venue's Marketing Plan

In order to survive in a tense market environment as conference venues are in, a thorough and well assessed marketing plan should be developed. Usually, a marketing plan is set over a one to three year period and includes strategies for each revenue centre of the property to assure that company goals are met and performance can be measured (Gartrell, 1994; Rogers, 2008a; Astroff & Abbey, 2006; McLaurin & Wykes, 2003; Middleton *et al.*, 2009; McCabe *et al.*, 2000; Davidson & Rogers, 2006).

Each marketing plan consists of several steps or sections however opinions vary in terms of what these sections include. McLaurin and Wykes (2003) for instance identify four steps, namely conducting marketing research, identifying target markets, establishing marketing objectives and developing an action plan. Astroff and Abbey (2006) on the other hand combine the last two points of the previous concept and add the reviewing and monitoring of the marketing plan as the fourth step. Ultimately, Rogers (2008a) describes six elements for a marketing plan. First, the organisation has to state its mission, vision and overall

objectives. Second, market research needs to be done to recognize current opportunities and threats. Third, the venue's competitive advantages should be analysed, also observing strengths and weaknesses. Fourth, marketing strategies need to be established including target markets, specific activities as well as marketing objectives and timescales. Fifth, a detailed marketing calendar combining the previous four sections into monthly plans and stating responsible persons for the different marketing activities needs to be provided. Ultimately, as sixth section of a marketing plan, a comprehensive and well-elaborated budget needs to be included.

One can conclude from further research that the following elements are understood to be indispensable: marketing research and situation analysis, targeting and positioning, establishing objectives and action plans, monitoring and evaluation as well as a budget and timeline (Davidson & Rogers, 2006; Rogers, 2008a; Gartrell, 1994; Westwood, 2002; AZOT, 2011; Astroff & Abbey, 2006; Ford & Peeper, 2008; Olton, 2006; Cohen 1987; Middleton *et al.*, 2009)

PR is an effective marketing tool conference venues can use to spread news about sustainable activities and initiatives they engage in. Additionally, researchers agree that effective PR, reaching a wide range of target audiences, creates credibility and positive reputation. Therefore, PR helps developing a positive image of a successful conference venue (Davidson & Rogers, 2006; Astroff & Abbey, 2006; Mastermann & Wood, 2006; Kotler *et al.*, 2010; Murdaugh, 2005). Holloway (2004) and Murdaugh (2005) outline the following PR activities: press releases, press conferences, lobbying and feature articles in meetings and trade magazines.

2.5.2. Convention Bureaus and Marketing Consortia

Most conference venues co-operate with DMOs such as CVBs or local and national tourist boards. CVBs are non-profit organisations, acting as destinations' representatives and help meeting industry players such as

conference venues to gain business (Gretzel *et al.*, 2006; Murdaugh, 2005; DMAI, 2011). Furthermore, CVBs can be public or private organisations (Crouch & Weber, 2002; Morrison *et al.*, 1998). Many differing opinions and frameworks exist concerning the roles of DMOs. The marketing of the destination to business trade was outlined as the primary role. Furthermore, DMOs need to provide information to all stakeholders and sometimes act as a one-stop-shop for visitors (Getz *et al.*, 1998; Wang, 2008; Gretzel *et al.*, 2000; Murdaugh, 2005; Ford & Peeper, 2008; Gartrell, 1994; Prideaux & Cooper, 2003). DMOs function as catalysts for collaboration, locally and especially regionally, to gain attractiveness, add value for customers and decrease competition (Wang, 2008; Prideaux & Cooper, 2003; Naipaul *et al.*, 2009; Murdaugh, 2005; Davidson & Rogers, 2006).

CVBs are mostly funded by private and public sector organisations whose representatives build the management board. Financial resources are derived from membership fees (any private service provider for the meetings industry), public sector allocations and sponsorship. As Gartrell (1994) notes, public sources can be state matching funds as well as tax revenue provided by the government. Membership fees can only be earned by private CVBs and can either be high or low, depending on what the bureau provides within its membership package (Rogers, 2008a; Davidson & Rogers, 2006; DMAI, 2011).

CVBs offer specific services to their clients and members. These will be outlined in the following paragraph. Services for existing and potential clients can be divided into four time-frames, namely pre-booking, pre-event, during the event and post-event. General services include providing all information needed about the destination and its venues to meeting planners and delegates, site selection advice as well as the organisation of site visits and checking availabilities for and booking accommodations. Moreover they include arranging contacts with local meeting planners and co-organising all ground services such as transportation and interpreters. Last but not least, preparing documents and co-presenting at conference

biddings as well as conducting proper follow-up evaluations after an event are common general CVB services (Rogers, 2008a; DMAI, 2011; Gartrell, 1994). As for meeting buyers, CVBs also offer valuable services to their members, which certainly include conference venues of all types. As mentioned before being a type of DMOs, CVBs mainly engage in marketing activities for their members. These include advertising through print and display media, direct marketing such as producing newsletters and direct mail, PR, trade show participation in shared stands at expensive events such as IMEX, familiarisation trips where CVB members have the possibility to give potential conference buyers an experience of their products and services as well as web marketing through sophisticated websites (Rogers, 2008a; Astroff & Abbey, 2006; Kotler *et al.*, 2010; Gartrell, 1994; Middleton *et al.*, 2009; Holloway, 2004; Mastermann & Wood, 2006; Davidson & Rogers, 2006; Gretzel *et al.*, 2000).

Additionally to being a member of the local CVB, many meeting venues are also members of other marketing associations and consortia to combine resources and save costs (Rogers, 2008a; Davidson & Cope, 2003; BTA, 1999; Davidson & Rogers, 2006). Davidson and Cope (2003) for instance mention the HCCE, which promotes its members via their website, at international trade fairs and through their sales offices. Rogers (2008a) on the other side introduces the CCE. This British association aims to share marketing resources, to commonly market its members and their high standards in mainland Europe. Another common marketing association for conference centres is Unique Venues, based in the US, Canada and the UK. Last but not least, the BTA (1999) recommends partnering with venue-finding agencies as well as PCOs as they offer advice on suitable venues.

Conference venues are often members of certain trade associations such as the AIPC or ICCA. These associations mainly act as lobby to represent common opinions and positions to governments and other administrative bodies. Furthermore, many associations such as ICCA engage in research

and education to produce valuable statistics and training platforms (Davidson & Rogers, 2006; Rogers, 2008a; Davidson & Cope, 2003; Ford & Peeper, 2008; Gartrell, 1994).

2.5.3. Marketing Environmental Sustainability

As Jones *et al.* (2008) explain, many business professionals believe that marketing and sustainability oppose too much and thus cannot be combined. However, sustainability is nowadays one of the most important movements influencing the marketing industry (Polonsky, 2011; Oates *et al.*, 2008; Jones *et al.*, 2008; Sharma *et al.*; 2010, Peattie, 1999). More and more professionals concentrate on integrating the sustainability concept into traditional marketing ideas (Peattie, 1999; Polonsky, 2011) but encounter difficulties due to the vast number of definitions existing for both disciplines (Jones *et al.*, 2008; Fuller, 1999; Polonsky, 2011). Nevertheless, sustainable business practices have come to customer attention and are increasingly incorporated into the marketing plans of corporations (MoreBusiness.com, 2010; Tolliver-Nigro, 2009), among other reasons, because a strong commitment to sustainability is seen as a possibility to differentiate from other businesses (Peattie, 1999).

Fuller (1999) tried to visualise his view on sustainable marketing and drew a model called the Sustainable Marketing Management Setting. The author placed the entire decision-making process into a frame of ecosystems, which inevitably influence all other internal and external decision-making factors. This view is confirmed by Peattie (1999), who placed the physical environment at the bottom of his Marketing Environment Pyramid and explains that the PEST environments need to continuously be aware of ecologically related changes. Therefore, it is essential for marketers to acknowledge the importance of customers as decision-makers in sustainability matters (Jones *et al.*, 2008; Peattie, 1999), also because so-called ‘green consumers’ are often willing to spend more for sustainable products and services, for instance renting a green venue (Peattie, 1999; Eichholtz *et al.*, 2009).

Conclusively, the current challenge for marketers is to utilise the right information channels used by these green consumers to further encourage them to purchase sustainable products and services (Peattie, 1999; Jones *et al.*, 2008; Oates *et al.*, 2008; Polonsky, 2011). In the long run, the aim should not only be to win already aware customers but to spread knowledge on sustainability, gain the attention of yet unconcerned consumers and change their attitudes to invest in a company's green products and services (Polonsky, 2011; Jones *et al.*, 2008).

2.6. London and Vienna as Sustainable Congress Cities

Both, London and Vienna, are well established conference destinations. To begin with, attention should be drawn to the ICCA statistics, as already mentioned in chapter 2.5.2. The rankings are based on the number of international association meetings hosted by a specific city (ICCA, 2008). Vienna has been ranked as number one for six years in a row, 2005 to 2010 (VCB, 2011a). London was ranked number 17 in 2007 (ICCA, 2008) and was able to improve to rank number 14 in 2010 (Stockton, 2011). The VCB promotes 7 venues that can accommodate more than 1000 PAX in theatre style (VCB, 2011b). London on the other hand is able to offer 13 of such sized venues (VisitLondon, 2011).

Ultimately, a few notes concerning the cities' sustainability initiatives need to be mentioned. In 2005, the City of London committed to the UK Sustainable Development Strategy and has, since then, undertaken a number of efforts to improve the quality of life as well as the well-being of generations to come (Berlemann, 2010). For instance, the City of London Corporation has its own sustainability policy, which the corporation, its employees and all business partners are following for their projects (City of London, 2009). Furthermore, the City of London launched several award schemes, including the Sustainable City Award and the Clean City Award, to promote green leadership among organisations of all sizes (Berlemann, 2011). Linking this to the research project, the green thought is not only stimulated by the conference industry but also encouraged by

administrative bodies to approach organisations of all sectors, including conference venues.

Vienna on the other side is known to have always been a green city. To begin with, the whole city is supplied with natural spring water from the Lower Austrian – Styrian Alps. Pipes are used to ferry the water to Vienna, however, no single pump is needed due to the natural fall in altitude (VCB, 2011c). Furthermore, the city has invested in a comprehensive waste management concept, including the separation of waste in public spaces such as underground stations, and efforts to transport waste sustainably (VCB, 2011d; Stadt Wien, 2007). Conclusively, a few transportation initiatives need to be addressed. Since 2003 individuals can rent and return so-called ‘city-bikes’ at 60 stations throughout the city. Moreover, all busses from the Viennese Transport Authority run on liquid gas and solar energy is used to heat several underground stations (VCB, 2011e). With these initiatives, the city of Vienna offers an appealing, sustainable environment for conference delegates during their stay and thus improves the attractiveness of conference venues.

3 METHODOLOGY

As stated in the first chapter, the aim of this exposition is to investigate the environmental sustainability in meeting venues in London and Vienna. In order to reach this goal the following three research questions have been defined:

I. What practices, activities and rules are implemented to make meetings and conferences green in selected conference venues in London and Vienna?
II. What systems and mechanisms are being implemented or integrated in the building design of these selected venues?
III. What are the ways in which marketing managers make use of their venues' green initiatives to attract and gain clients?

3.1. Research Approach

Due to the nature of this project and the research questions, an exploratory research approach was chosen, which, as Malhotra (2004:76) explains, aims *"to explore or search through a problem or situation to provide insights and understanding"*. More precisely, exploratory research is used when knowledge and understanding are sought of certain actions or events that are not known enough (Wisker, 2008; DJS Research Ltd., 2011). Thus, researchers mainly ask the question 'what?' (Wisker, 2008) as displayed in the research questions restated above. Veal (2006) and Stebbins (2001) further state that this type of approach displays the researcher's interest in examining something in particular and that exploratory research is usually linked to a qualitative approach. This is also confirmed by Zikmund (2000) as well as Malhotra and Birks (2007).

Therefore, a qualitative research approach was selected for this study. According to Veal (2006) and McDaniel and Gates (2010), qualitative research is about collecting information which, in most cases, cannot be presented in numbers and is thus not applicable to quantitative analysis. Furthermore, a qualitative approach is used to gather a thorough

knowledge and understanding about a certain situation that cannot be acquired by superficially researching a large, representative population (Malhotra & Birks, 2007; Veal, 2006; Collis & Hussey, 2003; Jennings, 2010). Further characteristics are that qualitative research is non-numerical, provides an understanding of the research problem (Malhotra, 2004) and often uses very small samples (Collis & Hussey, 2003; Veal, 2006; Malhotra, 2004). Jennings (2010) and Bauer *et al.*, (2000) list interviews, participant observation, focus groups, and case studies as common qualitative research methods.

The following major advantages and disadvantages of qualitative research could be identified. This research approach results in rich data and detail as well as a high validity (Collis & Hussey, 2003; Veal, 2006). Furthermore, the researcher is able to interact directly with that being researched (Collis & Hussey, 2003; Jennings, 2010; Patton, 2002; Marshall & Rossman, 2006) and findings provide explanations to certain realities (Flick, 2002; Patton, 2002). On the down-side, qualitative research results are hard to analyse, have a low reliability, and the possibility for bias is high (Collis & Hussey, 2003; Patton, 2002). Finally, McDaniel and Gates (2010) and Veal (2006) add that qualitative research is often not representative.

3.2. Research Method

Primary and secondary data are being collected and analysed for this dissertation. Primary research is conducted to gain an understanding, knowledge and possibly solutions for a specific problem setting (McDaniel & Gates, 2010; Shiu *et al.*, 2009). Shiu *et al.* (2009) continue to explain that the newly collected data is raw data, which needs to be interpreted and evaluated. The process of planning, organising, conducting and analysing primary research is usually very time consuming and sometimes causes high expenses for the researcher or the organisation instigating the study (Malhotra & Birks, 2007; Finn *et al.*, 2000; Bradley, 2007).

As Gaskell (2000:38) notes, *"in the empirical social sciences, qualitative interviewing is a widely used methodology for data collection"*. Therefore, semi-structured interviews were selected as the primary research method for this project. According to Finn *et al.* (2000:73), semi-structured interviews *"will have specified questions but will allow more probing to seek clarification and elaboration"*. This is also confirmed by Wisker (2008) and Finn *et al.* (2000), who state that semi-structured interviews use definite questions but allow for open answers that develop according to the interviewees. Researchers continue to explain that with semi-structured interviews one is able to achieve both, a certain degree of comparability since the interviewees are all asked the same questions (Wisker, 2008; Liamputtong & Ezzy, 2005; Collis & Hussey, 2003), but also a freely developed conversation between the interviewer and the research participant (Wisker, 2008). There is no common opinion about the length of a semi-structured interview however research showed that a duration from 30 minutes up to two hours is possible (Gaskell, 2000; Shiu *et al.*, 2009; Bradley, 2007; Liamputtong & Ezzy, 2005; Malhotra, 2004; Veal, 2006). Usually, semi-structured interviews are conducted person-to-person, but sometimes the interviewee is accompanied by another person to ensure that all the questions can be answered (Collis & Hussey, 2003).

As all other research methods, semi-structured interviews have benefits as well as restrictions. To begin with, the researcher is flexible in terms of the diversity of topics covered in the interview (Shiu *et al.*, 2009; Finn *et al.*, 2000). Additionally, one is able to get together with the object of the research or a representative, as is the case in this dissertation. If any misunderstandings arise, the interviewee has the opportunity to clarify certain questions or areas of concern (Wisker, 2008; Bradley, 2007; McDaniel & Gates, 2010) and can ask further questions to acquire additional information (Collis & Hussey, 2003; Marshall & Rossman, 2006) and thus rich, detailed data (Wisker, 2008; Marshall & Rossman, 2006; Malhotra, 2004; Shiu *et al.*, 2009). On the negative side, conducting semi-structured interviews can be very time-consuming, expensive and data is

often hard to analyse (Collis & Hussey, 2003; Wisker, 208; Marshall & Rossman, 2006; Bradley, 2007; Finn *et al.*, 2000; Malhotra, 2004). Furthermore, research results from interviews often lack generalisability and reliability (Shiu *et al.*, 2009; Finn *et al.*, 2000). Ultimately, Marshall and Rossman (2006) mention the possibility of cultural or language barriers as well as the necessity for co-operation by potential research subjects or their representatives to conduct interviews.

A collective case study approach was chosen for this research project. *"A researcher may focus on a number of cases [...] [called] the collective case approach. These cases are then analyzed in terms of specific and generic properties"* (Denzin & Lincoln, 2005:378). Collis and Hussey (2003) also mention the possibility for several cases in a research study and extend their explanation by quoting Scapens (as cited in Collis & Hussey, 2003) who refers to descriptive and illustrative case studies. Descriptive case studies are chosen to explain current business practices and illustrative case studies are used to describe advanced, sometimes even cutting-edge practices implemented by individual companies.

Since case studies include specific research objects, in this case conference and meeting venues, non-probability or non-random sampling was applied. This type of sampling means that not every member of the population has the same chance to be included in the study (Jennings, 2010; Marshall, 1996). Additionally, the researcher might engage in purposive (Jennings, 2010) or convenience (Marshall, 1996) sampling, where the most accessible research participants are chosen to save time and money (Jennings, 2010; Marshall, 1996).

In the preparations for the primary research of this dissertation, the following parameter was established to allow for some comparability.

- The chosen venues needed to provide a capacity of at least 1000 PAX theatre style in a plenary type of room.

Research was conducted to firstly find potential venues and secondly to acquire contact details of these venues' representatives – preferably

managing directors, sustainability professionals or other positions on equally high levels. Additionally, already established contacts from applicable venues were gathered. An e-mail draft was created in both languages, German and English, and e-mails including an introduction to the topic of the dissertation as well as the three research questions were sent to all contacts collected. Hence, as already explained above, a type of non-probability sampling, namely convenience sampling (Marshall, 1996) was chosen. Four conference venues, two in London and two in Vienna, were open to participate in this study and semi-structured interviews were conducted with one or more representatives of each venue.

The case study venues that were researched are shown in Table 3.1.

Table 3.1. The Selected Case Study Venues

Venue	Interviewee(s)
Barbican Centre (London)	Head of Event Management Business Development Manager
Central Hall Westminster (London)	Managing Director
Hofburg Vienna (Vienna)	Managing Director
Reed Messe Wien (Vienna)	Director Congresses and Events

3.3. Research Instrument

The questions for the semi-structured interviews were put together according to the key findings from the literature review and thus also focused on the same three main sections. Furthermore, some general information was sought to allow for possible comparisons in the analysis.

To ensure that the questions were clear and comprehensible and that the structure of the interview was easy to follow and encouraging for the interviewee, a pilot study was conducted. According to Altman *et al.* (2006:1), *"a pilot, or feasibility study, is a [...] [test to] gather information prior to a larger study, in order to improve the latter's quality and efficiency"*. Oppenheim (1992) as well as Malhotra and Birks (2007) add

that questions are rarely without flaw and thus need to be assessed and adjusted. Maxwell (2005), Yin (2011) and Hall (2008) focus on the use of pilot studies in qualitative research and highlight the importance of such tests to see how potential interviewees interpret the questions. Furthermore, Maxwell (2005) explains that pilot study participants do not necessarily have to be the actual subjects of the research but can also be persons with specific connections to or professional knowledge about the topic.

Thus, a pilot study was conducted with two conference industry specialists at the end of May, 2011. As a result, some questions had to be changed in their wording and some were eliminated as they seemed insignificant to the main topics and hence left room for longer conversations.

The final interview questionnaires were sent to each venue six days prior to the meetings, in order to allow the interviewees to prepare accordingly. All interviews were conducted in the month of June, 2011. For further information about the interview schedule and the interview questions, please see the Appendices 1 and 2.

3.4. Secondary Research

Secondary research is conducted to enhance the quality and breadth of the information provided by the study. Secondary research refers to data that was collected for another study or purpose (Shiu *et al.*, 2009; Malhotra, 2004; Veal, 2006; McDaniel & Gates, 2010). Furthermore, the data can be internal or external. Internal secondary data is information compiled by the company or organisation in question. External secondary data is provided by various sources, including government departments and non-governmental organisations, such as statistical institutes (Shiu *et al.*, 2009; Bradley, 2007). Moreover, external data can take on various forms, from statistical reports, over directories and databases, to industry reports and more (Jennings, 2010; Shiu *et al.*, 2009; Bradley, 2007).

The following major advantages and disadvantages of secondary research could be identified. Shiu *et al.* (2009), McDaniel and Gates (2010), Malhotra (2004), and Bradley (2007) mention the speed and cost effectiveness of secondary research. Furthermore, secondary data is fairly simple to access (Malhotra, 2004) and can encourage to reformulate and amend research questions (McDaniel & Gates, 2010; Malhotra, 2004; Veal, 2006). Veal (2006) states, that secondary data may be used as the basis or even as the essential subject of a research study. However, the anticipated data might not be available (McDaniel & Gates, 2010) or the information collected turns out to be irrelevant (Shiu *et al.*, 2009; McDaniel & Gates, 2010; Malhotra, 2004).

Internal and external secondary data were collected to augment the quality of research results. Internal documents such as sustainability reports, waste management concepts and green meeting guides were trustfully provided by the participating conference venues. External data relating to the research partners were derived from industry reports and magazines, the CVBs' websites and other online sources. For a detailed list of secondary research documents please see Appendix 3.

3.5. Analysis of the Research

After the data was collected through semi-structured interviews, the analysis was the subsequent step. As McDaniel and Gates (2010) explain, analysing data is to delineate certain topics and trends as well as to infer from these. In order to produce a meaningful analysis, a detailed transcript of each interview should be typed (Gaskell, 2000; Liamputtong & Ezzy, 2005). Gaskell (2000) and Marshall and Rossman (2006) note that a perfect suitable analysis method does not exist, rather it is enough time and effort that make evaluations, interpretations and resolutions valuable. Thereby, the data can be thematically organised and key arguments emerge (Holliday, 2002; Liamputtong & Ezzy, 2005; Denzin & Lincoln, 2005). This can also be called inductive analysis, as explained by Fereday and Muir-Cochrane (2006) as well as Thomas (2003).

Hence, transcripts were produced for each interview to see the main themes crystallising. Consequently, the responses were analysed manually.

3.6. Ethical Considerations

Regarding ethical considerations, Kimmel (2007) suggests providing a consent form to research participants. Therefore, a consent form was created and given to each interviewee before the interview started. With signing the consent form, the interviewees were informed that they could end the interview at any time and did not have to answer any question they did not want to. Additionally, consent was sought to state the venues' names within the thesis. For further information, please see Appendix 4.

3.7. Limitations

The following limitations for this research project were identified. First of all, the temporal limitation needs to be mentioned. Due to the deadline to submit this dissertation, not enough time was available to recruit further venues willing to participate in this study. As a consequence, an insufficient number of cases were gathered to draw internationally generalisable conclusions and comparisons. Furthermore, there is not yet that much specific literature on how to efficiently market green initiatives – particularly for conference venues. Finally, attention must be drawn to the language barrier already mentioned (Marshall & Rossman, 2006). Since interviews were held in London and Vienna, some were conducted in English and some in German. Therefore, the accuracy of translation is biased, however, the researcher gave her best, to meaningfully translate and interpret all interview responses.

4 RESEARCH RESULTS AND DISCUSSION

Within this chapter the data from all interviews as well as secondary research is analysed. Concurrently, the results will be linked to the theoretical concepts from the literature to discuss similarities and differences between them. Finally, the research questions will be resolved.

The main findings for this chapter were originated from semi-structured interviews, as already explained in chapter 3.2. The participating venues for this research project have been listed in Table 3.1., including the positions of all interviewees. Additionally, results were revealed by research of internal and external secondary data, all listed in Appendix 3.

In the following sub-chapters, the three research questions will be cited in sequence. The themes that emerged from the analysis of the research will be examined according to the suitable research question. Ultimately, a summary of the main findings is given to each of the three sub-chapters.

4.1. Research Question I

The first research question that will be discussed is: “What practices, activities and rules are implemented to make meetings and conferences green in selected conference venues in London and Vienna?”

4.1.1. Sustainable F&B Practices at Meetings

Several initiatives from the F&B area were expressed in chapter 2.3.1. To begin with, professionals such as Carey (1999) and PSAC (2008) suggested the provision of water in jars to avoid bottled water. Generally, all venues mentioned that no traditional bottled water is being served at conferences. The Barbican Centre (2011a) serves jugged iced water at conferences. The Central Hall Westminster (2011a) on the other side installed a water filtration plant roughly ten years ago and serves either effervescent or still water in recyclable and reusable bottles. Additionally, water coolers with paper cups are placed throughout the venue. The Viennese venues both promote the unique quality of their tap water to their

clients. Whereas the Hofburg Vienna (2011a) decidedly offers tap water rather than mineral water, the Reed Messe Wien (2011) explains that this is still an issue between the client and the caterer.

In regards to food, the Central Hall Westminster (2011a) tries to maximise the usage of fair trade products such as tea and coffee and encourages their suppliers to work with local products which aligns with the views mentioned by industry experts such as VCC (2010), CIC (2004) and Carey (1999). These authors also proposed avoiding single-serving containers as well as using local suppliers to reduce transport mileage. The Barbican Centre's (2011a) Head of Event Management emphasises that their *"caterer shares [...] [the venue's] sustainability practices, processes and procedures"*. Thus, many products such as bread and biscuits are produced from fresh, raw and seasonable ingredients in-house, which not only reduces packaging by approximately 70 to 80% but also transport. Moreover, the food mileage for all ingredients used in the venue's kitchens is not more than 250 miles from source to venue. In this regard, also the Hofburg Vienna (2011a) creates sustainable menus, however, as management explains, clients very often order rather normal, international cuisine. This links to the financial barrier towards sustainable practices mentioned by Mair and Jago (2010), Whiting (as cited in Wardle, 2004) and EXPO (2010). The Director Congresses and Events at Reed Messe Wien (2011) explains that *"prices for 100% organic products are often three or four times higher than the non-purely version"*. Therefore, the high quality of Austrian products needs to be emphasised to clients so that they feel comfortable to choose the cheaper but still sustainable option.

4.1.2. Waste Management Practices at Meetings

In chapter 2.3.1. the composting of food waste was suggested (Carey, 1999; NRC, 2007). Regarding this topic, the two Austrian venues make their catering companies take everything with them after the event. This opposes to the British venues who both stated that all food waste is 100% recycled. Especially the Barbican Centre (2011a) emphasised their co-

operation with an external company which picks up all food waste, collected in 1100 litre bins, brings it to Suffolk and composts it to be returned to the soil within six weeks.

In regards to waste separation at meetings, so-called 'waste centres' were recommended by industry experts (Kovaleski, 2008; Kilkenny as cited in Scofidio, 2007a; PSAC, 2008). Three venues, namely the Barbican Centre, the Central Hall Westminster and the Reed Messe Wien, have recycling bins throughout their venues, ranging from blue bins for paper (Central Hall Westminster, 2011a) to several baskets for recyclables such as bottles, plastics and paper (Reed Messe Wien, 2011; Barbican Centre, 2011a). The Reed Messe Wien however mentions that for mega-meetings with 15,000 delegates different bins need to be hired because the ones placed throughout the venue are too small. Additionally, the Barbican Centre (2011a) promotes the separation of waste on plasma screens that are placed throughout the venue. The Hofburg Vienna's (2011a) management on the other hand is of the opinion that *"it is hard to separate waste at meetings"*. Nevertheless, the venue was the only one to mention that in order to reduce waste production, food and beverages are always served in reusable crockery such as china- and glassware as proposed by MeetingsNet (2010a) and Carey (1999). Ultimately, the Reed Messe Wien (2011) mentions that they encourage exhibitors to separate their waste since the cubic meter of any sorted waste is cheaper than mixed waste disposal. This can be linked back to the suggestion of sustainability policies for exhibitors (NRC, 2007).

Finally, a waste measurement case study by the Barbican Centre (2011e) was examined through secondary research. A typical medium sized conference event with 240 delegates was used to conduct the case study. *"Both the food and dry mixed recyclables [...] [, namely glass, plastic and paper,] were 100% recycled meaning that overall 72% of waste from this event were recycled [and only 28% were sent to landfill]"* (Barbican Centre, 2011e).

4.1.3. Tools to Measure and Promote Sustainability at Meetings

All but one venue, namely the Reed Messe Wien, offer a kind of guideline to organisers with sustainable ideas for their events which confirms the findings from chapter 2.3.1. where the existence of such documents was outlined (VCC, 2010; CIC, 2004; MeetingsNet, 2008b). The Reed Messe Wien's (2011) Director Congresses and Events emphasised however that this is discussed with clients in the preparation of an event and that the compilation of such a document is planned.

As part of the secondary research conducted, the three guidelines, namely How can you make your event at the Barbican more sustainable? (Barbican Centre, 2011d), Greener Events at Central Hall Westminster (Central Hall Westminster, 2011b) and How To Make A 'Green' Event (Hofburg Vienna, 2010), were analysed. The guidelines by the Hofburg Vienna and the Central Hall Westminster rather present generic ideas whereas the Barbican Centre provides more specific venue-adapted advice. Nevertheless, all guidelines offer valuable ideas for event organisers. The guidelines by the Hofburg Vienna and the Central Hall Westminster have a structured format, covering areas such as venue selection, catering, waste and CO_2 emissions. The Barbican Centre's guideline on the other hand is not structured but includes ideas from all the above named areas.

Kovaleski (2008) and MeetingsNet (2009b) suggested utilising calculation tools and estimating an event's carbon footprint. The Barbican Centre (2011a) is the only venue to offer a sophisticated online sustainability tool or calculator *"to help organisers understand the impact their event is having on the environment"*. The calculation tool consists of 18 different sections, covering the areas of planning, implementation and review. For a detailed list please see Appendix 5. On the Austrian side, the Hofburg Vienna (2011a) is planning to implement carbon footprint calculations and advice. For the near future, a representative conference, hosting 500 delegates from 30 to 40 nations, is going to be assessed to identify all

areas of improvement on the client and venue side. Central Hall Westminster (2011a) conducts calculations for meetings in relation to ROI, however emphasised that in case organisers *"want to undertake such a calculation [...] every possible assistance [is provided]"*.

All of the venues' representatives mentioned that clients are advised to reduce the amount of printed material brought to the events as suggested by authors such as Carey (1999) and CIC (2004). Hence, the enthusiasm of staff in educating organisers about sustainable meeting practices is another sustainability tool (Barbican Centre, 2011a; Reed Messe Wien, 2011). An initiative for exhibitions not highlighted in the literature review was presented by the Barbican Centre (2011a) which encourages *"all exhibitors to hire tiles rather than carpets because these can be washed and reused"*. The venue itself owns several reusable carpets for different rooms to host events such as graduation ceremonies and concerts. Moreover, all photocopiers are set to print double-sided and in greyscale as was proposed by authors such as Kovaleski (2008), PSAC (2008) and NRC (2007). The latter is also promoted by the other three selected venues.

4.1.4. The Accreditation of Rating Standards and Awards

Interestingly, the two British venues both focus on the standards rating their management systems (BS8901 and ISO14001) whereas the Austrian venues rather engage with the newly developed Austrian Eco-label for Green Meetings. Nevertheless, due to the low number of study participants, generalisations cannot be made.

As explained before in chapter 2.3.3., the standards rating an organisation's management system relate to both, green meetings and the sustainability of a building. In order to ease the flow of reading, the venues' comments on different rating standards will be discussed altogether in this sub-chapter. However, the following information should also be considered for chapter 4.2.

The Central Hall Westminster (2011a) has implemented BS8901 since 2007 and ISO14001 since 2009. The two standards are *"an ongoing prove [...] [of being] a green team"* and help *"to look at sustainability issues on a regular basis"* (Central Hall Westminster, 2011a). Additionally to these two accreditations, the venue was awarded the Green Tourism for London Gold Standard. Interestingly, the venue's Managing Director explains that it is harder to retain the Green Tourism for London Gold Standard because *"the bar keeps going up*" (Central Hall Westminster, 2011a), as opposed to BS8901 and ISO14001 where objectives can be set by the individual company (as outlined by ISO (2011) and BSI (2011)). The Barbican Centre (2011a) has implemented BS8901 since 2009 and is currently in the process of implementing ISO14001. Up to now, BS8901 has helped to *"think about the impact the business has on the environment"* (Barbican Centre, 2011a) and consequently about operating costs and waste amounts. The venue's representative explains that due to implementing the standard's policies and procedures, the centre has been able to recycle and thus reduce landfill waste a lot more by separating all waste into different waste streams. Overall, the standard has helped to concentrate on certain areas to reduce the environmental footprint and to engage more with all stakeholders, which confirms the details by ISO (2011) and BSI (2011). Additionally to BS8901 and ISO14001, the venue has won several industry awards for sustainability including the Clean City Platinum Award and the Green Apple Award. Fundamentally, by having implemented this standard and further committing to sustainability, the venue was able to procure green meetings from sustainable clients such as the Sustainable Events Summit (Barbican Centre, 2011a).

Supporting the findings from the literature review (ACB, 2010a; BMLFUW, 2010), the Reed Messe Wien is in the process of getting a licensed commissioner for the Austrian Eco-label for Green Meetings in order to offer valuable advice to environmentally conscious clients. The venue's management has heard of BS8901 and ISO14001 however is reluctant concerning the implementation of the latter. The centre's Director

Congresses and Events has been pursuing an ISO process with another company before, which was very cumbersome due to the rigid system of the ISO standard and the flexible, human nature of the events industry (Reed Messe Wien, 2011). The Hofburg Vienna (2011a) is currently co-operating with two licensed commissioners which are PCOs, to offer the service of the Austrian Eco-label for Green Meetings to clients. As was revealed by secondary research, the Access2010 was the first event held at the Hofburg Vienna to be certified as green meeting (ACB, 2010b). Nevertheless, the venue wants to look at the market before fully committing to the Austrian Eco-label for Green Meetings and rather wishes for a Europe-wide standard to produce comparable measures for sustainable meeting practices. ISO14001 and BS8901 have been looked at by the venue's management team, but not implemented due to the restrictions placed by the World Heritage Listing and ownership issues (Hofburg Vienna, 2011a) which will be discussed in sub-chapter 4.2.2.

4.1.5. Summary Research Question I

To summarise and dissolve the first research question, one can say that the main initiatives towards green meetings undertaken by the selected conference venues revolve around the F&B as well as waste management areas of a meeting or an exhibition. Furthermore, organiser guidelines are being offered by most venues to further promote sustainability and to open event planners' eyes for innovative possibilities. One venue takes on the role of a leader by offering an online calculation tool for planners to measure the sustainability of their events. Ultimately, certain standards are implemented by most venues to ensure sustainable business operations and consequently green event planning.

4.2. Research Question II

The second research question which will be discussed is: "What systems and mechanisms are being implemented or integrated in the building design of the selected venues in London and Vienna?"

It needs to be noted that all of the venues are existing, some even historic buildings and thus cannot comment on the usage of sustainable building materials. Nevertheless, the following sub-chapters present valuable findings on what is renovated and installed in existing conference venues to make these more sustainable.

4.2.1. General Waste Management Practices

The literature suggested several core waste management activities (European Commission, 1999; Roaf *et al.*, 2004; Murphy, 2010; EPA, 2010) which were also found within the primary and secondary research results. Three of the four venues commented on general waste and recycling issues. As mentioned before, the Barbican Centre (2011a) has various recycling streams for plastic, bottles, paper, cardboard as well as food and promotes this on plasma screens throughout the venue. Secondary research further revealed that in administrative areas desk side bins have been removed to be replaced by central recycling stations inside the office area (Allen, 2011). The Barbican Centre's (2011a) Head of Event Management goes on to explain that *"any mixed waste is being sorted at the final destination"* and several recycling partners are used, for instance toner cartridges are given to eReco, postage stamps go to the British Kidney Association, cooking oil is given to R Howell and Son and batteries are given to the Electrical Waste Recycling Group. Whereas the Barbican Centre (2011a) uses several organisations to discard waste, the Central Hall Westminster (2011a) trusts the local authority contractor Veolia to dismiss sorted and mixed waste. The third venue mentioning general recycling issues was the Hofburg Vienna (2011a) which concentrates on recycling within the administrative areas of the company but mentions that the business does not co-operate with other organisations within the Hofburg complex to sort or discard waste.

The waste management programme of the Central Hall Westminster (2011a) revolves around four Rs, namely reducing, reusing, recycling, and repairing (again, this links back to the ideas by the European Commission

(1999) and Roaf *et al.* (2004)). Hence, rather than discarding things such as technical devices, these are repaired first. This principle is also being implemented in the Barbican Centre (2011a), the Reed Messe Wien (2011) and the Hofburg Vienna (2011a). The latter collects all separated waste in so-called 'skips' and tries to reduce the number of skips per year. Additionally, the venue developed a new waste management concept which has been analysed as part of secondary research.

Secondary research revealed that within the document all kinds of waste generated by the venue and the business it operates are *"listed and grouped into dangerous and non-dangerous waste goods"* (Kacerovsky, 2011:18). Additionally, the approximate generated amounts of each kind of waste are listed. Consequently, the in-house collection and storage logistic is elaborated, listing all partnering companies who dispose of all the waste. Ultimately, a section of the concept is devoted to waste prevention initiatives including suggestions such as the adjustment to *"waste separation in delegate areas of the venue"* (Kacerovsky, 2011:24).

4.2.2. Ownership and Protection Effects on Sustainability Projects

The following information, revealed through primary research, describes the impacts which ownership and protection acts have on the venues' sustainability plans and activities.

In regards to ownership effects, each venue has its individual situation. The Reed Messe Wien (2011) is a tenant in the building which belongs to the City of Vienna which is represented by the MBG within the building. Hence, it was emphasised that as a tenant there is not much a company can do about the structure of the building because any changes have to make sense and bring a benefit to the City of Vienna since it will also have to pay for these changes.

The Hofburg Vienna (2011a) is part of a huge complex which belongs to the Republic of Austria and is a selected World Heritage Site (please see Appendix 6). Therefore, restrictions regarding architectural and design changes are posed by the complex's general management as well as by

the protection of historic heritage. For instance, installations such as solar or photovoltaic panels on the roof are just not possible. Nevertheless, certain projects are on the way but still have to get permission from the previously named institutions, the Republic of Austria and the UNESCO (Hofburg Vienna, 2011a).

As for the venues in London, the Barbican Centre (2011a) is a Grade II listed building and the Central Hall Westminster (2011) is a Grade II* listed building (please see Appendix 6 for further information). The representatives of both venues explained that changes can be implemented, however only in a desirable way that is often very expensive and sometimes just not affordable (Barbican Centre, 2011a; Central Hall Westminster, 2011a).

4.2.3. Sustainable Interior and Exterior Building Design

As mentioned before, the Barbican Centre (2011a) as well as the Reed Messe Wien (2011) both focus on reusing and repairing objects to minimise waste. This is also the case in regards to furniture. For refurbishment programmes the Barbican Centre (2011a) always considers whether materials can be reused. For instance, during the last refurbishment programme, *"the conference room doors and sliding screens were recladded [...] [as well as] all seats were reupholstered instead of replacing all the metal structure behind"* (Barbican Centre, 2011a). At the Reed Messe Wien (2011) a contracted team always sets up the conference rooms to ensure the responsible and thus sustainable handling of the venue's resources. Furthermore, all furniture is repaired up to the point where it finally goes to landfill, which confirms the theory by Addis (2006), Williamson *et al.* (2003) and Roaf *et. al* (2004) who wrote about recycling and reusing building materials. Nevertheless, this manner opposes to practices from the Barbican Centre (2011a), the Hofburg Vienna (2011a) and the Central Hall Wesminster (2011) who donate selected furniture to various governmental and non-governmental institutions.

Two exterior design initiatives were mentioned. The Reed Messe Wien (2011) has just introduced e-filling stations in its garage where clients with e-cars have the possibility to charge their vehicles. The Managing Director at the Hofburg Vienna (2011a) on the other hand referred to a future project of regenerating the Heldenplatz as a green area outside the Hofburg complex and constructing a basement garage underneath the square. The main motivation for this plan has an urban planning origin, namely to boost the aesthetic appeal of the place which confirms the theory by the European Commission (1999) and Roaf *et al.* (2004).

As a final comment, the topic of rating standards has to be raised again. LEED and BREEAM, two building performance assessment systems, have been introduced by the literature (Lockwood, 2006; Dickie & Howard, 2000; Lee & Burnett, 2008). However, none of the participating venues have implemented or are in the process of implementing LEED or BREEAM, since, as justifiably explained by the Barbican Centre (2011a), these are predominantly used for new builds rather than for existing buildings.

4.2.4. Green Building Installations and Sustainability Systems

The gathered interview information can be categorised into four main areas, namely water, lighting, heating and energy. These will be discussed in turn.

In regards to water, each venue has some system installed to minimise its consumption. The Reed Messe Wien (2011) as well as the Hofburg Vienna (2011a) installed automatic, water-saving faucets in all sanitary facilities. The Central Hall Westminster (2011a) positioned so-called ‘minimisers’ which are water control devices in all toilets in order for the system to only flush with a minimum amount of water. The Barbican Centre (2011a) on the other hand has dry urinals which are not flushed but periodically cleaned with chemical blocks and enzymes to deodorise the urinals. Furthermore, both venues are planning on using grey water. The Central Hall Westminster (2011a) is planning on harvesting the rain water

on its rooftop to flush the toilets with. The Barbican Centre (2011a) has a similar plan whereby the venue would use water from a lake outside the venue which is fed by rain water from paved areas. Whenever there is too much water in the lake, the venue aims to store this in tanks that run the full length of the foyer (approximately 100m), push it through a filtration system, and use it to flush the venue's so-called 'super-loos' which also run the full length of the foyer. All of the above mentioned installations have been supported by the European Commission (1999) and Murphy (2010) in chapter 2.4.2. Ultimately, the Central Hall Westminster (2011a) has its own borehole and is currently developing a concept for a filtration plant to being able to use this water again since some minerals in the water react negatively with the copper pipe system of the conference centre.

All venues mentioned that energy-saving LED lights are being installed in conference rooms and administrative areas of the buildings (Reed Messe Wien, 2011; Central Hall Westminster, 2011a; Hofburg Vienna, 2011a; Barbican Centre, 2011a). The Hofburg Vienna (2011a) for instance is following a three year programme where all light bulbs throughout the venue are changed to LED lights. Additionally, the Managing Director described their *"new light switch circuit which the concierge is able to operate from the reception area"* (Hofburg Vienna, 2011a). Thus, conference room lights can be turned off from one switchboard within seconds and electricity consumption is being minimised. The Barbican Centre (2011a) continuously replaces lamps to LED lights throughout the building. Through BS8901 the venue committed to change 500 fittings per year, however, as the Head of Event Management emphasises, *"already 1000 fittings were changed this year"* (Barbican Centre, 2011a). Generally, conference room lights are controlled locally, only for public corridor spaces fish key controls are needed to manage the lighting. The subject of lighting and its control was also treated by Carey (1999) and Kilkenny (as cited in Scofidio, 2007a).

Both historical venues, the Hofburg Vienna (2011a) and the Central Hall Westminster (2011a), mentioned that the building fabric acts as a natural temperature controller, because, as the Hofburg Vienna's (2011a) Managing Director explains, *"the high walls stimulate a natural air circulation"*. Interestingly, this can be linked back to the topic of material choice and passive design formulas as mentioned by the European Commission (1999). Further interview time was devoted to the subject of air conditioning which confirms the importance of this topic for conference centres as Murphy (2010) explained. The air conditioning system in the Hofburg Vienna (2011a) was insufficiently dimensioned, thus conference rooms often heat up very quickly. In order to adapt to the immense cooling habits of American and Asian clients, a programme for 2020 was developed where a new air conditioning system has top priority. The programme concept is currently under inspections of the federal ministry and the authority for the protection of historic monuments. The Managing Director of the Central Hall Westminster (2011a) explained that an early airflow system exists in the building where two massive fans take fresh air in on the one side and take foul air out on the other side. However, as is the case in the Hofburg Vienna, the system only works up to a limited amount of people. Therefore, a new system is needed but financial resources are yet insufficient which relates back to the financial barrier towards green practices (Mair & Jago, 2010; Whiting as cited in Wardle, 2004; EXPO, 2010). The Barbican Centre (2011a) has *"reversed its ventilation system in the concert hall [...] to pump in the heat at floor level instead of 30 metres above the seats. This reengineered system reduced the energy required by approximately 30%".* A further summer project is the instalment of under floor heating in conference rooms for better climatic control and to reduce the energy load needed, since the old system used to pump in the air at a high level and thus did not move down to the floor.

The two next initiatives by the Barbican Centre (2011a) link the latter section to the final one within this sub-chapter, namely energy. As the

Head of Event Management explains, the art gallery roof top was repainted with solar reflective paint to keep the heat in the building and thus reducing the heating load on the space. It was estimated that 91 tonnes of carbon emissions will be saved over the next three years due to this surface change. Furthermore, the venue operates with a combined heating and power system which reuses the heat generated while producing energy and is therefore 90% efficient, compared to a traditional system which is only 40% efficient (Barbican Centre, 2011a).

Conclusively, this last section presents different initiatives of the selected venues concerning energy consumption and reduction. Since 2011, the Hofburg Vienna (2011a) sources all its energy from hydroelectric power production. This connects back to the suggestion from the literature review of implementing renewable energy resources (European Commission, 1999; Williamson *et al.*, 2003). Secondary research revealed that the Reed Messe Wien installed photovoltaic panels on the so-called 'Messeturm' which provide the energy for the lighting of the same building block (VCB, 2011f). This links back to the theory by Roaf *et al.* (2004). The Barbican Centre (2011a) is going to implement ten high voltage optimisation units *"to reduce the voltage usage from 247 volts to 220 volts [...] [and thus] energy consumption by approximately 5%".*

4.2.5. Monitoring and Implementing Sustainability Measures

Ultimately, primary and secondary research revealed some interesting information about the progress and control of sustainability measures.

The answers about who is monitoring and implementing sustainable measures in each venue were hard to give, especially due to the ownership effects outlined above. Generally though, everyone together, hence staff and clients, work on and elaborate green initiatives (Central Hall Westminster, 2011a; Hofburg Vienna, 2011a; Reed Messe Wien, 2011; Barbican Centre, 2011a). Additionally, the Reed Messe Wien (2011) and the Barbican Centre (2011a) are partly managed by their owners, the City of Vienna and the City of London, respectively. Presently, the

Barbican Centre's (2011a) Head of Event Management is in charge of the BS8901 appliance.

Further information was revealed by secondary research, which analysed the sustainability policies provided by three venues. The Green Policy by the Hofburg Vienna (2008) basically explains the venue's promise for responsible business practices. Further, the document lists what features the building brings with it, what the venue currently does towards sustainability and finally what it plans to do. However, no specific rules or continuous commitments are mentioned as done by the Barbican Centre (2011c) and the Central Hall Westminster (2010). The Barbican Centre's Environment and Sustainability Policy (2011c) sets annual objectives in different business areas including site infrastructure, water and energy consumption, waste management and CSR. Additionally, the policy outlines the venue's commitment to comply with legislative requirements as well as with ISO14001 and BS8901 to improve the business's sustainability. Ultimately, the Central Hall Westminster's Environmental Policy (2010) also sets the principles around different areas including energy, water, waste, transport, procurement, staff and service partners. For each area day-to-day business procedures, annual targets and action plans are being developed.

4.2.6. Summary Research Question II

Conference venues engage in reducing, reusing and recycling waste as part of their waste management strategies as well as their compliance to sustainability rating standards. Most of all other implemented mechanisms concern the areas of water, lighting, heating and energy. These systems are mainly to reduce the consumption of water or energy. It is important to mention that due to different ownership relations as well as the status of a building in terms of its historic or architectural value, the organisations cannot implement every system desired. Ultimately, these relations also impact on the control and implementation of sustainability mechanisms.

4.3. Research Question III

The third research question which will be discussed is: “What are the ways in which marketing managers make use of their venues’ green initiatives to attract and gain clients?”

4.3.1. Marketing Plan Aspects and the Use of PR

Neither primary nor secondary research revealed information on the structure of the venues’ marketing plans. However, the following valuable marketing facts were communicated.

Relating to marketing communications, the Barbican Centre (2011a) changed its marketing from print to purely online in 2005. The Central Hall Westminster (2011a) on the other side uses collateral that is printed with vegetable inks on paper from sustainable sources.

The two Viennese venues emphasise the importance of their USPs, which even though not directly their sustainability measures connect with the green move. Both venues, the Reed Messe Wien (2011) and the Hofburg Vienna (2011a), mention their accessibility by public transport as well as their adjacency to first class hotels and the city centre. These features are decidedly incorporated in the Reed Messe Wien’s (2011) marketing plan. Clients are encouraged to use the public transport links rather than ordering shuttle busses for their delegates. This is generally accepted, except for one group of clients, namely the pharmaceutical industry. The public transport initiative is stimulated by a corporation between the venue and the Viennese Public Transport Authority. *“A certain sign printed on the badges acts as a valid ticket for busses, trams and all underground lines”* (Reed Messe Wien, 2011). Moreover, the venue markets the usage of the city-bikes, as a station is placed right outside the venue. Last but not least, exhibitors are encouraged to save in consuming energy, since energy costs are not part of the general hall or space rental.

Relating to the above mentioned marketing initiatives by the Reed Messe Wien (2011), secondary research revealed that also car-sharing is

promoted by the venue since 2010 through a special website for delegates *"to save money and CO_2 emissions at the same time"* (Compress, 2011). This can be linked back to the suggestion of carpooling by Kovaleski (2008) and Hallett (2008).

Findings from the literature review described the use of PR by conference venues (Davidson & Rogers, 2006; Murdaugh, 2005; Astroff & Abbey, 2006). All participating venues mentioned the use of press releases on sustainability initiatives and activities, for instance about e-filling stations (Reed Messe Wien, 2011) or sustainable energy sourcing (Hofburg Vienna, 2011a). The Barbican Centre (2011a; 2011b) highlighted their support of the WWF's Earth Hour where lights were not just shut off for the hour but for the rest of the evening as well as of Climate Week for which the Dress For Success initiative was inaugurated. Still, the venue's Head of Event Management admits, that the venue *"might not shout loud enough about [...] [their] green activities"* (Barbican Centre, 2011a). Also the Central Hall Westminster (2011a) supported Earth Hour, however does not publish regular press releases on green activities, because, according to the venue's management, there are not enough new initiatives one can talk about. Ultimately, the Reed Messe Wien (2011) also admits that there is room for more PR activities about sustainability measures.

4.3.2. Marketing Consortia, CVBs and Association Memberships

All venues are members of private CVBs which confirms authors such as Murdaugh (2005) and Gretzel *et al.* (2006). The Barbican Centre (2011b) and the Central Hall Westminster (2011a) are both gold members of London & Partners, London's CVB. The Hofburg Vienna (2011a) and the Reed Messe Wien (2011) are both members of the ACB. Additionally, the two venues are part of a public CVB, namely the VCB. Being a part of the VCB, as the Reed Messe Wien (2011) outlines, has the benefit that not every venue and PCO is informed about a bid for every event, since the VCB's management is in charge of selecting the adequate venue and

organiser for a client. However, the venue's Director Congresses and Events also notes that the Reed Messe Wien with its high capacity is in a privileged situation because there are not many venues in the city which can hold that many people.

As the literature suggested, CVBs mainly engage in marketing activities for their members (Rogers, 2008a; Gartrell, 1994; Holloway, 2004; Middleton *et al.*, 2009). It was mentioned by all venues that sustainability measures are used to promote the conference cities. Especially the Viennese venues emphasise that they constantly have to update their information, for the CVB to keep up with the trend and the changing market to continuously reinforce Vienna's image as a green city.

In order to effectively market themselves, each venue is part of different marketing consortia which prove the statements by various authors including Rogers (2008a) and BTA (1999). The Barbican Centre (2011b) is part of the London City Selection and the Reed Messe Wien (2011) is a member of the Vienna Destination Group together with the Hofburg Vienna (2011a) and other Viennese organisations to offer a complete package in the US market. The Central Hall Westminster (2011a) is part of Unique Venues London, HCCE, the Westminster Collection, EuroCongrès and Next Door Venues, a joint marketing initiative together with the Queen Elizabeth II Conference Centre. Interestingly, the Hofburg Vienna (2011a) discontinued their membership with HCCE because the association itself was not strong enough and could not offer persuading benefits for the Viennese venue.

Conclusively, the Hofburg Vienna (2011a) and the Central Hall Westminster (2011a) highlight that they are also part of several industry associations used as marketing channels as suggested by authors such as Gartrell (1994) as well as Ford and Peeper (2008). The Central Hall Westminster (2011) is a member of ICCA, AIPC, ACE and MIA. The Hofburg Vienna (2011a) is also part of ICCA and AIPC, and additionally of HSMA, ORV, ÖHV, and SKÅL. Additionally, secondary research showed

that the Barbican Centre joined GMIC which focuses *"on advancing sustainability in the meetings industry"* (Barbican Corporate Sales Team, 2011).

4.3.3. Promoting Sustainability as a Decision-Making Factor

Somehow opposing to the finding that green products are increasingly becoming an important decision-making factor (MoreBusiness.com, 2010; Tolliver-Nigro, 2009), all interviewees agree that it rather depends on the client whether sustainability is a key decision-factor or not. On the one side it depends on event aims, for instance to keep the budget at a minimum (Central Hall Westminster, 2011a) or, as the Barbican Centre's (2011a) Head of Event Management explains, it can also relate to the *"priority that sustainability has within the context of [the client's corporate culture and thus] the event"*. Clients who changed their booking behaviours or organising principles to only consider venues that showed a responsible attitude exist (Barbican Centre, 2011b; Central Hall Westminster, 2011a; Hofburg Vienna, 2011a; Reed Messe Wien, 2011), however these are rather rare and other main decision-factors such as budget, accessibility and WiFi are still higher up the agenda (Barbican Centre, 2011b; Central Hall Westminster, 2011a; Hofburg Vienna, 2011a; Reed Messe Wien, 2011).

The Barbican Centre (2011a), the Reed Messe Wien (2011) and the Central Hall Westminster (2011a) mentioned that special industry awards and the application of standards such as BS8901, ISO14001 or the Austrian Eco-label add value to the venues' offers. Additionally, these demonstrate the venue's commitment (Barbican Centre, 2011b) and provide a certain amount of comfort to clients because they feel to be dealing with a professional organisation (Central Hall Westminster, 2011a). An opposing answer was given by the Hofburg Vienna (2011a) who feels that there are already too many industry awards, thus a meaningful USP is worth more than any accreditations and certifications.

4.3.4. CSR Practices and Internal Sustainability Promotion

Three venues, namely the Hofburg Vienna (2011a), the Central Hall Westminster (2011a) and the Barbican Centre (2011a; 2011b) mentioned several CSR initiatives as well as in how far sustainability is promoted internally. This confirms the theory of CSR being a major stimulator for the greening of the conference industry (Mair & Jago, 2010; Carey, 1999; Maple as cited in Rogers, 2008b).

At the Hofburg Vienna (2011a) staff is actively encouraged to print double-sided to reduce paper consumption. Additionally, the venue engages in Green IT which addresses the working environment and promotes, besides others, large screens, ecological cleaning materials and the accessibility of a building for blind or deaf individuals. The latter was also considered by the Central Hall Westminster (2011a) where *"an audit was conducted by the royal institutes of the blind and the deaf"* to make the building more accessible. The Hofburg Vienna's (2011a) Managing Director referred to regular team meetings, where goals and activity plans are set regarding sustainability measures. Additionally however, management creates incentives for staff to be more motivated to reach the established goals. This is taken to a further level by two venues which established a green team (Central Hall Westminster, 2011a) and a sustainability group (Barbican Centre, 2011a) where each department is represented by individuals to promote better sustainable and environmental principles (Barbican Centre, 2011) as well as to look at various sustainability issues and gain ideas on what could be done more (Central Hall Westminster, 2011a). Ultimately, the two venues promote green principles and practices through intranet and regular newsletters.

In regards to CSR, the Hofburg Vienna (2011a) invites two to three CSR events each year where the venue is provided for free. Additionally, the venue sponsors a non-profit organisation through their Christmas project where Christmas bonuses are donated. Finally, as secondary research exposed, an education day is organised once a year to offer guided tours

to school, college and university groups (Hofburg Vienna, 2011b). This links to the theory by Polonsky (2011) and Jones *et al.* (2008) who encourage the spreading of knowledge on a company's sustainability initiatives.

Also the Central Hall Westminster (2011a) tries to engage in social care by providing free space for charity events. The Barbican Centre (2011a) on the other hand inaugurated the Dress For Success initiative where *"staff donated clothes that would fit people to wear for job interviews".* Furthermore, lost property is given to organisations such as Vision Aid, Oxfam and the Red Cross after three weeks (again, this relates to the CSR policies mentioned by Mair & Jago (2010) and Carey (1999)).

4.3.5. Summary Research Question III

To conclude this chapter, the third research question is resolved. If possible, sustainable attributes are included in the venues' USPs and innovative co-operations, for instance with public transport authorities, are built to encourage sustainability at meetings. Additionally, special industry awards and the compliance with particular rating standards provide a certain level of confidence and comfort to clients. PR activities mostly include press releases on sustainability activities and the support of public or private CSR events. Ultimately, conference venues promote themselves through their local CVBs, different marketing consortia and industry associations.

5 CONCLUSIONS AND RECOMMENDATIONS

This thesis investigated three dimensions of environmental sustainability in meeting and conference venues in London and Vienna. Practices in regards to green meetings, sustainable architecture and green building design as well as the marketing of conference venues and green initiatives have been explored through qualitative research. The following main findings could be retrieved from the research questions proposed at the beginning of the study.

Concerning green meetings, research revealed that the main initiatives undertaken were in the F&B and waste management areas of a meeting. To name just a few, these included serving jugged iced water, using local suppliers, composting food waste and positioning recycling bins throughout delegate areas to mainly separate paper and plastic. Additionally, organiser guidelines are offered with further ideas for sustainability at meetings and pioneers even offer sophisticated carbon footprint calculation tools to their clients.

The appliance to specific rating standards, including BS8901 and ISO14001, emerged as an important factor to regularly control and implement new sustainable ideas. Thus both areas, green meetings and sustainable building design, are affected.

Relating to the sustainable building design of a venue it was uncovered that all venues investigated engage in special waste management strategies to minimise waste production. In order to reduce the consumption of water and energy, several innovative mechanisms have been implemented in the areas of water, lighting, heating and energy. Water-saving faucets, LED lights, combined heating and power systems and the usage of renewable energy sources are just a few of the revealed examples. Different ownership relations as well as the protection status of a building certainly impact on the freedom of a venue to implement sustainable mechanisms as well as on the way of their control.

Finally, results concerning the marketing of conference centres and green initiatives revealed that if possible sustainable attributes are incorporated into the venues' USPs and innovative initiatives, for instance carpooling, are promoted. Special industry awards and the compliance with particular rating standards provide a certain level of confidence and comfort to clients. Further marketing activities include the use of PR and the support of different CSR events. Ultimately, conference venues promote themselves through their local CVBs, different marketing consortia and industry associations such as ICCA and AIPC.

5.1. Recommendations for Meeting Industry Players

Before presenting some recommendations for the meetings industry and for further research, the following limitations of this project have to be restated. Due to the time limitation only four venues could be recruited to gather research results. Therefore, these cannot be generalised, neither nationally nor internationally. Consequently, it is hard to draw valuable recommendations for meeting industry players, which might be influenced by other factors from different environments (PESTLE) that did not apply for the four venues investigated. Nevertheless, the following practical recommendations can be derived from this research project.

The own initiative to work towards environmental sustainability is essential. Therefore, easily implementable but business specific ideas (for instance to offer in-house AV equipment to reduce transport, to offer sustainable printing devices for conference materials such as badges and handouts or to arrange a donation for unused hotel shampoo and soap samples) together with generally applicable concepts (such as the provision of water tanks) should be offered to all clients.

It is recommended for the Reed Messe Wien to create a sustainability guideline as it appears to be a valuable tool to encourage sustainability at meetings and for the Hofburg Vienna to concretise their manual. The ideas should be specified to the venue's unique features and possibilities.

The formation of a sustainability team with representatives from a company's different departments seems to be an innovative means to regularly generate new plans and ideas. Additionally, management is able to receive updates and promote sustainability internally.

In order to collectively contribute to the greening of the meetings industry, organisations such as conference centres should continuously support sustainability events (such as the WWF's Earth Hour) to gain the attention of clients, suppliers and other stakeholders as well as spread their knowledge and experience through effective PR measures including press releases and regular online blogs.

Conclusively, it is suggested for all conference venues to introduce a form of sustainability policy to which meeting or exhibition planners have to adhere to. These should include minimum standards that every organiser is able to implement at their event at the venue. Additionally, these policies could be augmented by higher standards to which enthusiastic clients may devote to.

5.2. Recommendations for Further Research

Finally, some recommendations for further research are provided. As outlined in the introduction of this dissertation, much media coverage exists on the topic of a green meeting industry but specific case examples are rather rare. Therefore, it would be important to publish more research on specific cases, whether conference centres, meetings or other subjects, to enlarge the basis of ideas and knowledge for industry professionals and ultimately increase the activities undertaken towards environmental sustainability.

While analysing the results for this project it was realised that more valuable details could be retrieved than the word limit of this dissertation permits. It is therefore recommended to focus on one of the first two research questions (please see page 1) at a time when investigating environmental sustainability in conference and meeting venues.

Additionally, in order to expand the pool of literature on the marketing of green initiatives, especially marketing researchers can be approached to investigate and consequently communicate their results.

Another impulse for research is to investigate what could be and is done in venues from the viewpoint of clients, delegates and PCOs to complete a detailed, educational and informative list of initiatives towards environmental sustainability for students, academics and industry professionals. Certainly, many more research stakeholders would need to commit to this project at the same time than for this Master project. This research alternative is therefore suggested to be a major research project incorporating qualitative (including interviews or focus groups) and quantitative (including closed format surveys) methodologies. Taking this to a further level, institutions from different countries may co-operate using the same parameters (to select participating venues) and methodologies to reveal and present internationally representative, highly valuable research findings.

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APPENDICES

Appendix 1: Interview Schedule

Date	Venue	Interviewee
02.06.2011	Barbican Centre	Head of Event Management
06.06.2011	Barbican Centre	Business Development Manager
07.06.2011	Central Hall Westminster	Managing Director
16.06.2011	Hofburg Vienna	Managing Director
30.06.2011	Reed Messe Wien	Director Congresses and Events

Appendix 2: Interview Questions

Interview Questions

"Venue Name"

"Date" – "Time"

Environmental Sustainability in Meeting and Conference Venues.

A collective case study of selected venues in London and Vienna.

Master Thesis at the University of Westminster

Interviewer: **Barbara Obritzhauser, BA**

Interviewee: **"Interviewee's Name"**

The interview questions are structured into four categories:

Please note:

Meeting also stands for special event and trade/consumer show.

The questions are to direct thoughts into the right direction but must not be explicitly followed.

Green Meetings

Green meetings in general:

- When did you start to pursue more sustainable approaches for meetings in your venue?
- What kind of green initiatives/measures do you offer to and elaborate with clients for their meetings?

    - What are common approaches to reduce waste at a meeting in your venue?
    - In how far do you get clients and their delegates to recycle during the meeting? Do you sort out any waste after a meeting?
    - What happens to food waste after a meeting in your venue?
    - Concerning water consumption – do you use water tank stations with glasses/paper cups?

- Do you use guidelines and also offer them to your clients?
- Are you using any calculation tools with meetings in your venue? Do you offer this service to your clients?
- Is it already a must-have to offer green initiatives related to your clients' meetings? (from client and delegate view)

Concerning the different standard systems for sustainable meetings:

- Do you follow any green meeting rating standards?
- Are you trying or thinking of doing so?
- How has it helped you to improve the meetings in your venue?

Green Building Design and Architecture

Green building design and architecture in general:

- What did you change or build in regards to your building's architecture that works towards sustainability? When?

    - Did you change the surface or any other parts of your building (in terms of material) to be more sustainable?
    - Do you have a waste management programme in place or are you planning on installing one? What are the cornerstones?
    - Do you partner with other organisations or institutions to reduce landfill waste?
    - Do you have an energy saving system in place or are you planning on installing one?
    - How do you control the mechanisms of light in your building?
    - Do you use solar/photovoltaic energy?
    - Do you have (waste) water systems in place or are you planning on installing one?
    - Are there any other mechanisms in place to save water and/or to regulate water consumption?
    - How do you heat your water and your building in winter? Is there a sustainable system installed?

- Are there any (other) future plans existing regarding the building design that work towards sustainability?

Concerning the different rating standard systems:

LEED and BREEAM are standards concerned with sustainable architecture.

- Have you heard of or implemented them?

BS8901 and ISO14001 are more common rating standards which rate a venue's management system.

- Have you heard of them?
- Have you or are you in the progress of implementing one or both of them?
- In what way have these standards helped you to improve your business?

Marketing Sustainable Measures

Venue marketing in general:

- As a venue, are you part of any marketing consortia?
- Are you a member of your local CVB?
- Does the CVB use your sustainability measures for marketing the destination? In how far?
- Do you get any further valuable benefits that help you to market your venue from your CVB membership?
- Concerning your marketing plan, are CSR and green/sustainable initiatives/meetings integrated?
- If yes, in what way? (What aspects do you promote? How do you market them?)
- In how far do you use PR to promote your sustainable practices?

Concerning clients:

- How important do your clients perceive sustainability (in terms of the meeting venue and their meeting itself)?
- Is it also a decision factor or are other criteria (such as accessibility, room flexibility, and AV equipment) still more important?
- Are the appliance and compliance to rating standards (such BS8901, and ISO14001) important to your clients?
- Are special industry awards (won for efforts and results of sustainable measures) adding ‘value’ to your offers? If yes, in how far?

Concerning internal business operations:

- Is sustainability also promoted to staff? How?

General Information

This section is solely to collect some general information about the venue:

- How many meeting rooms do you have?
- What is the maximum capacity you can hold in your biggest room (theatre style)? For comparability.
- How old is your building?
- Does your building align to any restrictions concerning building architecture and design (e.g. World Cultural Heritage)
- Who is monitoring your venue's progress in terms of sustainability?
- Who implements the strategies, systems and mechanisms we have talked about during the interview?

Appendix 3: Secondary Research Documents

Barbican Centre	
Internal Data	**External Data**
Barbican Centre, (2011d). ***How can you make your event at the Barbican more sustainable?***	Barbican Centre, (2011c). ***Barbican Environment & Sustainability.***
Barbican Centre, (2011e). ***Waste measurement case study.***	Barbican Corporate Sales Team, (2011). ***Barbican joins Green Meeting Industry Council.***
	Allen, S., (2011). ***Reaping the benefits of CSR.***

Central Hall Westminster	
Internal Data	**External Data**
Central Hall Westminster, (2010). ***Environmental Policy.***	
Central Hall Wesmtinster, (2011b). ***Greener Events at Central Hall Westminster.***	

Hofburg Vienna	
Internal Data	**External Data**
Kacerovsky, M-E., (2011). ***Abfallwirtschaftskonzept. Hofburg Vienna.*** *(Waste Management Concept. Hofburg Vienna.)*	ACB, (2010b). ***access als grünes Vorbild.*** *(access as green role model).*
	Hofburg Vienna, (2010). ***How To Make A 'Green' Event.***
	Hofburg Vienna, (2008). ***Green Policy***
	Hofburg Vienna, (2011b). ***Social Responsibility.***

Reed Messe Wien	
Internal Data	**External Data**
	Compress, (2011). ***Messe Wien: Bilanz 2010 "ausgesprochen gut".*** *(Vienna's trade shows: "extremely good" results for 2010.)*
	VCB, (2011f). ***Messe Wien Exhibition & Congress Center.***

Appendix 4: Interview Consent Form

Consent Form

Environmental Sustainability in Meeting and Conference Venues.
A collective case study of selected venues in London and Vienna.

This interview is conducted for research purposes of the above stated Master Thesis.
This academic research aims at investigating environmental sustainability in meeting and conference venues in London and Vienna.

Date of the interview: **"Date"**
Interviewer: **Barbara Obritzhauser, BA** – MA Student, University of Westminster

I agree to participate in the research and understand that:

- Recordings and transcripts will be securely stored.
- I can decide to refuse to answer any question at any time.
- I am not obliged in any way to continue with the interview.
- I can stop the interview at any time, and the tape recordings will be erased in my presence.

Please tick the following box in case you want to stay anonymous and would not like to be quoted in the name of your venue. ☐

Name:
Signature:

THANK YOU!

Appendix 5: Barbican Centre Online Sustainability Tool

The calculation tool consists of the following sub-sections:

Planning:

- Management and Scope of System
- Purpose and Values of Event
- Sustainability Policy
- Identifying Issues of the Event
- Identifying Issues Questions
- Stakeholder Engagement
- Objectives, Targets and Plans

Implementation:

- Roles and Responsibilities
- Operational Control
- Operational Control Questions (venue, transport, F&B, communications and marketing and general office procedures)
- Resources
- Competence and Training
- Supply Chain Management
- Communications (internal, supply chain and other stakeholders)
- Documentation

Review:

- Non Conformity
- Audit Review
- Management Review

Source:

Barbican Centre, (2011a). Personal Interview with the Head of Event Management. *Environmental Sustainability at the Barbican Centre*. [London: 02.06.2011]

Appendix 6: World Heritage Sites and Listed Buildings

World Heritage Sites – Important Additional Information

The World Heritage List includes 936 properties forming part of the cultural and natural heritage which the World Heritage Committee considers as having outstanding universal value.

These include 725 cultural, 183 natural and 28 mixed properties in 153 States Parties. As of June 2010, 187 States Parties have ratified the World Heritage Convention.

Source:

UNESCO World Heritage Centre, (2011). *World Heritage List*. [online] <http://whc.unesco.org/en/list/> [Access 24.06.2011].

Listed Buildings – Important Additional Information

Listing celebrates a building's special architectural and historic interest, and also brings it under the consideration of the planning system so that some thought will be taken about its future.

Categories of listed buildings:

- Grade I buildings are of exceptional interest, sometimes considered to be internationally important; only 2.5% of listed buildings are Grade I
- Grade II* buildings are particularly important buildings of more than special interest; 5.5% of listed buildings are Grade II*
- Grade II buildings are nationally important and of special interest; 92% of all listed buildings are in this class and it is the most likely grade of listing for a home owner.

Source:

English Heritage, (2011). *Listed Buildings*. [online] <http://www.english-heritage.org.uk/caring/listing/listed-buildings/> [Access 24.06.2011].