MASTER TOURISM

"Tourism, hospitality and food studies"

2ND YEAR DISSERTATION

Redefining luxury hospitality : the promotion of sustainable practices on social media

Presented by :

Lola COURNEIL

Academic Year : 2023 - 2024

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GENERAL INTRODUCTION

Giulio Bonazzi, Chairman and CEO of a textile and clothing business working with luxury brands such as Prada, once declared : “Sustainability is not a goal to be reached but a way of thinking, a way of being, a principle we must be guided by.”.

In our current society, where the consequences of environmental degradation and social inequalities are becoming increasingly apparent, the call for sustainable practices appears as louder than ever. Such a call is present in every aspect of our daily life, from our consumption habits, to our professional behavior. This fact is also true for companies from every sector, as the concept of sustainability has redefined modern business practices. Even the sectors whose original concept were particularly opposite to the definition of sustainability itself are concerned. This dissertation focuses on the sector of luxury hospitality, which is currently facing the challenge of balancing the traditional values of exclusivity with a growing demand for ethical and sustainable business practices.

Indeed, the luxury hospitality industry, which has long been associated with opulence and extravagance, is now at a crossroad. The definition of luxury is being reimagined, with a new emphasis on responsibility, ethics, and long-term impacts. Consumers are no longer content with mere comfort and luxury; they seek the satisfaction to know that their choices do not harm the environment or contribute to social injustice. In this particular context, social media has emerged as critical platforms for luxury hotels to communicate their sustainability efforts. However, effectively leveraging these platforms presents unique challenges, as we will see it .

This dissertation will thus focus on the intersection of sustainability, luxury, and social media, exploring how luxury hotels, and more specifically Fairmont Le Manoir Richelieu—navigate these complex relationships. The study investigates how such hotels integrate sustainable practices into their operations and how they use social media to promote these efforts without compromising their luxurious image.

The central research question driving this dissertation is:

How can luxury hotels effectively use social media to promote sustainability in their hospitality, while enhancing brand perception and engaging their target audience, particularly through integrating sustainable practices into events and commercial services?

This question highlights the multifaceted challenges involved in achieving such a balance, requiring a comprehensive approach that considers the unique demands of the luxury market, the expectations of its clientele, and the intricacies of the digital landscape.

The first part of this dissertation will be considered as the theoretical framework, as it will explore the main key themes of this dissertation, and how these ones interact with each other. It will thus define the concept of luxury, its historical meaning and the perception of the society on such a matter, but also its constant evolution towards less superficial experiences, especially in the sectors of hospitality and events. I will then explore the concept of sustainability, its main definition, its role in our everyday life, but also the way such practices can be applied in the sectors of tourism, hospitality, and events. Finally, this part will present the use of social media platforms in our current society, and the way they revolutionized the sector of digital marketing.

The second part of the dissertation is dedicated to the methodological approach and the specific case study of Fairmont Le Manoir Richelieu. This section is structured to ensure that the research process is well-aligned with the research objectives. It is made of two detailed chapters, the first one focusing on the presentation of the hotel in which I did my internship. Not only will I focus on its history, its role in the region, and the services it offers, but I will also present its well-developed sustainable strategy. I will end the first chapter by presenting the marketing strategy and the social media presence of Manoir Richelieu. Then, the second chapter of this part will focus on the methodological approach. I will explain the evolution of my dissertation subject, from last year to this one, and I will explain my choice of problematic, and present my three hypotheses. I will end this chapter by presenting the two study methods I will use to have an overview of such a subject.

The final part of the dissertation will be where the findings from the research will be analyzed, interpreted, and discussed in relation to the three original hypotheses. Such a section will be crucial, as it will bridge the gap between theory and practice. The first chapter will analyze the results of my research, as the second one will confront these results to the hypothesis. The final chapter will focus on my recommendations, and the limitations of both my study case and my general research.

PART ONE : THE INTEGRATION OF SUSTAINABLE PRACTICES PROMOTION IN THE SOCIAL MEDIA STRATEGIES OF LUXURY HOSPITALITY

INTRODUCTION

These last decades, our world, our everyday life and our perception of the things that surround us, has been transformed by the current worldwide context. Indeed, as the awareness of the planet's environmental situation has increased, everyone's way of life has been impacted by the changes that were settled in order to improve the situation. In the professional world, companies from every industry thus had to adapt and to embrace new strategies, in order to blend in the new compulsive sustainable strategies. The field of luxury hospitality is not an exception to the rule. Once defined by opulence and exclusivity, such a sector now encompasses a broader range of experiences that are reflecting the changing desires and values of today's consumers. Such a change is considered as a challenge, as these establishments have to, not only offer impeccable service, confort, and high-end amenities, but also align with contemporary values, which will be the main focus of this dissertation. In addition, I will study how such a sector can use social media in their digital marketing strategy to promote their sustainable aspect.

This dissertation thus explores the intersection of these three critical areas—luxury hospitality, sustainability, and social media—each of which plays a vital role in shaping the future of the industry.

The first chapter of this part of the dissertation exlpores the defining characteristics of luxury hospitality, examining how the concept of luxury has transformed from a focus on tangible goods to the creation of unique and memorable experiences.

The second part defines the concept of sustainability, while addressing its growing significance in the tourism and hospitality sector, analyzing how luxury hotels are integrating sustainable practices into their operations and the challenges they face in doing so.

The third and last chapter focuses on the role of social media in luxury hospitality, exploring how digital platforms are used to promote brands, engage with consumers, and communicate sustainable initiatives.

CHAPTER I : LUXURY HOSPITALITY AND EVENTS

1) DEFINING LUXURY HOSPITALITY

a) Concept and characteristics

Even though, nowadays, the concept of luxury has been studied from various angles, whether it is from a psychological, economical and societal perspective, it is still a very complex term to define. A luxury item or experience, compared with a non-luxury one, represents a level of superiority and exclusivity in quality and experience. According to Amatulli and all. “luxury is about high-quality products that are objectively rare because they employ rare materials and unique craftsmanship skills” (2017, p. 278). Historically, the concept of luxury mainly encompassed physical items ; thus, such a definition could apply to fashion items, made with specific expensive materials, associated with high skills in its fabrication. In the same way, it can also correspond to the sector of luxury food, as Van der Veen explains that “refinement in texture, taste, or quality is expected” (2003). Yet, luxury cannot only be defined through quality and expensiveness. Indeed, according to the Cambridge dictionary, luxury’s definition is “something expensive that is pleasant to have but is not necessary”[1], emphasizing the concept of luxury as an indulgence beyond the basic necessities of everyday life. In the same way, The Collins dictionary defines luxury as "something that is considered more necessary than a necessity" (1999, p.876). These definitions underscore the inherent nature of luxury as a marker of excess and opulence, catering to desires rather than needs. However, as I will explain in the next subpart of this chapter, the perception of luxury as non-essential does not diminish its importance in today's society. On the contrary, it highlights the role of luxury as a cultural and economic phenomenon that shapes consumer behavior and influences the current market trends.

In their 2017 report entitled *Building brand love and loyalty in luxury hospitality*, the travel specialized media Skift used a study led by Bain & Company to examine the luxury market, explaining its important growth and its main sectors :

> “The global luxury market tracked by Bain & Company comprises 10 segments, including personal luxury goods, luxury cars, luxury hospitality, luxury cruises, designer furniture, fine food, fine wines and spirits, yachts, private jets and fine art. The

[1] Cambridge Dictionary, *Definition of Luxury*, https://dictionary.cambridge.org/dictionary/english/luxury, consulté le 28 mars 2024.

overall market grew at 4% in 2016, to an estimated €1.08 trillion (US $1.06 trillion) in retail sales value. Luxury consumption shifted away from goods and toward experiences such as travel and gastronomy, which grew faster than luxury goods by at least 5 percentage points. The best-performing categories were luxury cars, luxury hospitality, fine wines and spirits, and fine food." (2017, p. 8)

Figure 1 : Worldwide Luxury Market in 2016, Skift Report. 2017, p.8

Indeed, during the last decade, the importance of tourism in the worldwide market of luxury has significantly grown : according to a Statista report, in 2019, the global luxury revenue reached 831 billion USD, and "was expected to grow at a compound annual growth rate of 7.3% by 2023, faster than the expected growth rate of the entire tourism industry"[2]. Such a growth is expected to reach 1.6 trillion USD by 2026 (Allied Market Research, 2019), as such figures not only reflect the robust reputation of the luxury tourism industry, but also signify its critical role in driving forward the global luxury market. Thus, luxury tourism extends the concept of luxury to the travel sector by offering experiences that can go beyond the ordinary, to the extraordinary. To do so, they are characterized by exclusive destinations, attentive services and exceptional attention to details.

[2] Statista, *Global luxury tourism market amounts to 831 billion US dollars in 2019 with an expected growth at a CAGR of 7.3 % until 2023*, 2019, https://www.statista.com/press/p/luxury_tourism_market/#:~:text=22.10.-,2019%20Global%20luxury%20tourism%20market%20amounts%20to%20831%20billion%20US,forecast%20to%20continue%20growing, consulté le 18 mars 2023.

Such characteristics also extend to a particular sector of luxury tourism : luxury hospitality. This subset focuses specifically on the accommodation and service aspect of luxury travel experience, and encompasses hotels, resorts, and all the forms of accommodation that provide a high level of service, exclusivity, and comfort to their guests. A simple definition of a luxury hotel could be "a hotel that is unique and superior in quality and that provides excellent services, symbolizing the wealth and status of its patrons" (Peng & Chen; 2019, p. 1375).

Nowadays, luxury hospitality is considered as the third-largest market share in the global luxury industry, behind the car industry and personal goods (Pen and Chen, 2019, p.1373). Its global market size was valued at 128.54 billion USD in 2022, and is expected to reach 293.61 billion USD by 2030[3]. Such a growth is particularly driven by changing consumer preferences towards luxury experiences.

As the website Fifty Shades Greener stated : "When we think of luxury within hospitality, we think of 5 stars hotels and spas, Michelin star restaurants, and extravagant comfort."[4]. Indeed, luxury hospitality is generally associated with premium pricing, large room size, high-end decor and highly trained service providers (Kucukucta and all, 2014). The main concepts highlighted in every definition of luxury hospitality are the idea of comfort, quality and privilege. Indeed, luxury hospitality generally offers unique experiences that are not widely available, and, whether it concerns the location or the access to rare experiences, such establishments still ensure the utmost in guest comfort and tranquility. Yet, on the contrary to what one might think, the concept of luxury is in constant evolution, and especially in the hospitality sector. Lately, a new characteristic was added to such a concept : the importance of guest relation, and guest experience.

b) The importance of guest experience

These last decades, the landscape of luxury hospitality has undergone important transformations. Indeed, historically, luxury in every shape and form has been associated with opulence, extravagance, and most of all, material. As Lipovetsky explained, luxury has

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[3] Fortune Business Right, *The global luxury hotel market size was valued at $140.28 billion in 2023 & is anticipated to grow from $154.32 billion in 2024 to $369.36 billion by 2032*, 2024. https://www.fortunebusinessinsights.com/luxury-hotel-market-104408 consulté le 1er avril 2024.

[4] Fifty Shades Greener, *Luxsustainability : Sustainable Luxury tourism*, 2022. https://www.fiftyshadesgreener.ie/blog/luxsustainability-sustainable-luxury-tourism, consulté le 4 mars 2024.

always been linked to cars, clothes and objects, denoted by their high cost and high production quality (2008). As the emphasis of luxury hospitality used to focus on tangible aspects, such as fine furnishings, gourmet dining and various amenities, its definition has now expanded to encompass what can be considered as the intangible : the quality of experiences and emotional connections. Nowadays, luxury in hospitality and luxury in a broader way is shifting in its consumption. Amatulli considers it a new trend entitled “experiential luxury” (2020, p.1) which can be defined with a simple slogan : “from owning to being” (Gonzalo and all, 2022, p.1). From a hospitality perspective, it means that luxury is not about staying in a splendid and well-equipped hotel room, but living an unforgettable journey that engages guests on a deeper level. Matthey Upchurch, the CEO of Virtuoso, a network of travel agencies specialized in luxury, explained in an interview his own perspective of luxury, and how it engages with the personalization of stays in the tourism sector :

> “I’m frequently asked about the definition of luxury, mainly because luxury has become one of the most overused words today. My feeling is that luxury is having someone — an actual person — know you well enough that they can anticipate your needs and know what it is you truly value, and then respond by fulfilling that request.” (Skift Report, 2017, p.6)

Indeed, as the modern luxury traveler seeks more than just physical comfort, the value of luxury does not lie in the price tag but in the uniqueness of the experience and its significance to the guest. As these new luxury consumers look for authentic experiences, Yang and Mattila note that, on the contrary to material objects, experiences are more closely related to one’s sense of self (2017) : the new goal of luxury hospitality is thus to create these authentic experiences in order to enhance this sense of self. To do so, experiential luxury focuses on personalization : by involving personalized experiences that resonate with individual guests by reflecting their interests and preferences, hotels play a crucial role in shaping the narrative of their stay. As explained in the Skift Report, such a personalization leads to a loyalty that is especially needed in the sector of hospitality :

> “Based on the growing sophistication of data-driven consumer profiling, brands are developing a more customer-centric engagement strategy to drive higher loyalty and lifetime customer value. Likewise, the luxury hospitality sector is shifting its focus from targeting demographic segments, based on traditional connotations of luxury, to

> psychographic profiles based on personal lifestyle preferences. Today, luxury is a much more fluid concept, depending on the context surrounding the individual traveler's circumstances." (Skift Report, 2017, p.5)

In the sector of luxury hospitality, where expectations are especially high, personalized experiences can thus become a benchmark for excellence. As explained in the Skift report, hotels that excel in personalization see higher guest satisfaction rates, repeat visits, and word-of-mouth recommendations. Personalization can thus transform guests into brand advocates, sharing their unique experiences and the exceptional service they received, thereby attracting new guests who seek similar experiences. Thus, the human element is more important than ever in the luxury sector, especially as its type of consumers continue to change throughout the decades.

c) The economical and cultural significance of luxury

As mentioned earlier in this dissertation, the concept of luxury is always changing and evolving along with our society. As its popularity increased, the competition in its market also grew : such a competition led to what Potovanich explains as "the development of positioning strategies, whereby luxury brands are trading themselves down in order to meet a broader range of customers, thus making luxuries accessible to the masses" (2015, p14). This movement led to what is called the democratization of luxury, changing the traditional concept of luxury (Silverstein and all, 2004). Luxury products used to be seen as a way to declare a particular social status, only reserved to a certain elite who could afford such an expense. Now, the concept of luxury is related to a more affordable type of products with "a premium image aimed at middle class customers", and can thus reach a more important part of the society (Potavanich, 2015, p.15). Such an augmentation of the market target thus participated in the evolution of the luxury concept.

Indeed, the number of research led on the evolving type of luxury consumers has particularly increased these last two decades. The profile and preferences of luxury market consumers have undergone significant transformations as the rise of more affluent middle class consumers has led to a democratization of luxury (Blevis and all, 2007). This new type of consumers reflects the numerous social changes such as the shifts in wealth distribution, thus changing values and expectations among luxury consumption, being thus opposed to the

traditional luxury consumers, which are associated with an elite group membership, superiority and exclusivity (Moscardo, 2011, p711). Among these values, Kapferer and Bastien explain that luxury cannot only be regarded from an economic perspective : it is now associated with pleasure, and subjective desires of the consumers, which only rests upon hedonistic and aesthetic elements (2009). Because of the values and expectations brought by this new type of luxury consumers, the sector of luxury hospitality and all its different departments had to develop strategies to continue to thrive while adapting to a new type of client. In this dissertation, I will focus on a very specific department of luxury hospitality : the event sector.

2) EVENT MANAGEMENT IN THE LUXURY HOSPITALITY SECTOR

a) The role of events in the hospitality sector

Indeed, even though the world of events is not the first thing that can come to one's mind when thinking about the different department of hotels, it is one of the most important, especially from a financial perspective. The Cambridge dictionary defines the concept of an event as "an activity that is planned for a special purpose and usually involves a lot of people, for example, a meeting, party, trade show, or conference"[5]. In their research paper entitled *Events and sustainability : why making events more sustainable is not enough*, Judith Mair and Andrew Smith sharpen such a definition by describing an event as a "time-limited occasions", and either "more leisure oriented" or "more business or education-oriented", which especially apply in the hospitality sector (2021, p.1740). Events are considered as pivotal concerning the revenue they generate from a tourism and hospitality perspective : all around the world, events generate millions of dollars, thus influencing the way businesses - in this precise context hotels, work and operate. Indeed, events such as exhibitions or conferences are a major component of tourism destination : in the United States, they have generated around one trillion dollars in both direct and indirect spending [6]. The economic benefits of hosting events in hotels thus extend beyond direct revenues, as they also include

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[5] Cambridge Dictionary, *Definition of Event*, https://dictionary.cambridge.org/fr/dictionnaire/anglais/event, consulté le 3 mars 2024.

[6] Glion Magazine, *Why events are so important in the hospitality industry*, https://www.glion.edu/magazine/events-important-hospitality-industry/#:~:text=A%20booming%20industry,In%20Asia%2C%20it%20is%20booming, 2020. Consulté le 5 mars 2023.

the increased spending in local economies or the enhanced seasonal occupancy rates. In the same way, they may also attract people to come back for personnel stay, or even recommend the place for further events, which can only bring positive aftermath. Yet, from such a perspective, they are not only revenue generators, as they also are essential in positioning a hotel, and especially a luxury one, as a leader in service excellence.

Indeed, events can act as a branding tool : as hotels host important events, they can enhance their visibility and the prestige of their brands. By creating memorable experiences that guests will remember for a long time, hotels do not only attract a new clientele, but they also strengthen the loyalty of their existing customers. Thus, events organized by hotels, and especially luxury ones, are an important part, both of the revenue and the reputation of such hotels. Giovanni Manfreddi, the Glion Event Management Specialization lead, explained that "it is very interesting to make the contrast between hospitality and events [...] there are multiple approaches by which to organize them and make them successful. Events are very important drivers for the hospitality business"[7]. Moreover, luxury hotels generally have a diverse and numerous types of spaces to organize various types of events.

b) Type of luxury events and their requirements

Indeed, luxury hotels and resorts that propose the organization of events generally host a large spectrum of event types. Such a spectrum will depend on the location of the hotel, its geographic and social context, its size, and the number and types of spaces provided. A large resort on the seaside will not be able to host the same type of events as a hotel in the center of a big urban place such as a capital city. Yet, both of these places have their own benefits, and can attract a different demographic, depending on the services and the amenities they propose.

The different types of events can be classified in two main categories : corporate and non-corporate events. The first category, corporate events, can be defined as an event, organized or sponsored by a company, either for clients or for its own employees[8]. Going from large conferences to simple meetings, by way of workshops or corporate parties, these types of events generally aim for cohesion and motivation among employees, promotion of

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[7] Glion Magazine, *Why events are so important in the hospitality industry*, https://www.glion.edu/magazine/events-important-hospitality-industry/#:~:text=A%20booming%20industry,In%20Asia%2C%20it%20is%20booming, 2020. Consulté le 5 mars 2023.

[8] Indeed, *Corporate events : Definition and 11 types to consider*, https://www.indeed.com/career-advice/career-development/corporate-events, 2023. Consulté le 4 mars 2023.

the company or education to certain concepts. These primarily business-oriented events are necessary for team-building and networking. Depending on the number of attendees and the spaces available, such events can require either a professional setting with sophisticated environments and technological needs, to big spaces for dining and entertainment purposes[9]. Some events such as retreats even gather both business' matters and leisure and relaxation. In such a context, the size, the services and the amenities the hotel will propose will be primordial for a company.

The second category, non-corporate events are generally more personal as they include social gathering such as weddings, galas, private parties, family reunions, anniversaries. These celebratory events will mainly focus on creating unforgettable experiences for the guest. Even though all events require a unique approach to planning and managing[10], such a sentence is even more real for non-corporate events, as each person has a particular vision for their events. Whether it is for big events such as weddings or galas, or whether these events are for small groups, they generally require very specific and personalized services, in order for people to feel that their event is unique. These demands can be one of the challenges the event managers of a hotel have to face on a daily basis.

c) Challenge in planning and managing luxury events

Indeed, the job of event manager is made of challenges, even more in the sector of hospitality where the hotel spaces can either represent a limit, or an advantage, depending on the perspective. In luxury hospitality, these challenges are even more important, as the event has to meet the standards of the brand, but also the standards of the client. More than the challenges of having to organize and coordinate all the different departments to serve one purpose, this particular sector of hospitality has to adapt itself every day. As each event serves different purposes, it thus can attract different clienteles, which thus necessitates a personalized approach, both for the organization and for the execution of the event.

Nowadays, and, as I will explain in this dissertation, the main challenge that the event managers of hotels are facing is a social challenge which concerns the hospitality sector in general : sustainability. I will focus more precisely on the definition of sustainability later,

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[9] Qlo, *Event Management in hotel industry*, https://qloapps.com/event-management-in-hotel-industry/, 2022. Consulté le 12 mars 2023.

[10] Study Rocket, *Types of event in the hospitality industry*, https://studyrocket.co.uk/revision/level-2-hospitality-btec/event-planning-and-management/types-of-events-in-the-hospitality-industry. Consulté le 11 mars 2023.

but, a part of it concerns the social impact of a luxury hotel, especially on its local population. As explained in the Fairmont Report : Gateway to home hotels as the heart of their communities, many luxury hotels have a historical significance, and are “regarded as key pillars of the community within the cities where they reside”, as we will see during our study case (2017, p.3). As the local communities can share a particular connection with important hotels and resorts from their regions, it can be a challenge to participate in such a relationship from an event point of view. One of the ways could be to include the local community in these events, as explained by Mair and Smith :

> “There are now numerous social enterprises and cultural agencies that adopt this as their guiding principle – these organizations stage events but they do so to nurture community participation, local creativity and social networks rather than merely to create great experiences for audiences. Indeed, transitioning from thinking about how to attract and satisfy event audiences towards building event communities is a good example of how events might be more aligned with sustainable development goals” (2021, p.1744)

Yet, as we are going to see it in the next chapter of this dissertation, sustainability is not only about social challenges. Moreover, as the concept of sustainability and the idea of luxury are rarely compatible in people's minds, the next chapter will focus on the way sustainability can settle in such sectors.

CHAPTER II : SUSTAINABILITY IN ITS VARIOUS CONTEXT

1) THE CONCEPT OF SUSTAINABILITY IN THE TOURISM FIELD

a) Definition and dimensions of sustainability

Given the increasing political, economic, environmental, and social challenges over the past few decades, the future of our planet and humanity itself seems more and more precarious. Environmental catastrophes, escalating conflicts between countries, and deepening economic crises are currently highlighting a clear and urgent threat to global stability and well-being of the society as we know it. In response, a growing number of individuals and professionals are embracing sustainability as a means to understand and counter the impacts of such events and to create a sort of balance.

Such a shift towards a sustainable lifestyle really started out during the 1970's, as this decade was marked by a heightened environmental awareness. Indeed, during this period, the negative effects of industrialization - and in a more general way the human activities, on the planet became an important public concern, thus sparking a global movement towards environmental responsibility. In 1972, the United Nations Conference on the Human Environment was held in Stockholm, in order to highlight the need for a more sustainable lifestyle to the international attention for the very first time. As sustainability became a more important issue throughout the decades, a real definition was created in 1987 by the United Nations, in order to highlight such a "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". Such a definition laid the foundational principles of sustainability, in order to emphasize the need to use natural resources in a balanced way while supporting future generations.

Nowadays, the idea of sustainability has broadened, to include not only environmental concerns but also economic and social issues that promote longevity, encompassing renewable energies to ethical business practices or social equity. As mentioned in my first dissertation, the concept of sustainability is "considered as the matter of everyone, and every business field" (2022, p.27), including the sector of tourism.

b) Significance in the sector of tourism in the global tourism context

Indeed, tourism activities tend to have quite a negative impact on the concept of sustainability, especially as those activities inevitably rely on the surrounding environment and the local community, thus impacting the economy of a place. Thus, since the 1980's, sustainability has been a particular concern in the tourism sector, at first from an environmental perspective, then later from a sociological and economical point of view (Joo and al, 2020, p.2). Nowadays, such a concern takes even more space in the everyday life of tourism professionals, as we currently live in a context of global tourism, a concept strictly intertwined with mass tourism.

Thanks to the "economic enrichment of industrialized societies and social progress and the reduction of working time" (Theng and al, 2015), mass tourism is a phenomenon that was born in the 1950's in Western societies. In the same way, as I explained in my first year dissertation, "the progress of transport technologies and the birth of low-cost flights" also played an important role in the popularization of travel (2023, p.30). Thus, mass tourism can be defined as a phenomenon that involves large numbers of tourists visiting a particular destination simultaneously, having quite negative impacts on the host place and community :

> "Such a popularization leads to the saturation of the place and thus to environmental degradation, such as damage to fragile ecosystems and the decrease of natural resources. Generally associated with overcrowding, which can strain local resources and lead to a deterioration of the quality of life for residents, it can also result in cultural homogenization, as some destinations tend to focus on the preferences of tourists rather than preserving their unique cultural heritage." (Courneil, 2023, p.30)

Thus, mass tourism emerges when the carrying capacity of a destination is overlooked or exceeded, creating undue pressure on local environments and infrastructures. As Theng et al. (2015) describe, the impact and definition of mass tourism vary based on the geographical and cultural context of the destination, including its size, resource availability, and population density.

Nowadays, some of the world's favorite destinations are facing the repercussions of such a phenomenon. Cities like Amsterdam, Barcelona, or Venice, which has been a beloved tourist destination for decades, now live with aftermaths such as erosion and pollution, which has been exacerbated by their popularity. In the same way, global wonders like the Machu

Picchu are also experiencing the environmental and cultural strains of accommodating millions of visitors each year. Among these negative impacts, the environmental ones are the most famous, with the pollution increased by the greenhouse gas emissions enhanced by the travelers, but also the degradation of local ecosystems. Yet, some of these aftermaths also need to be considered from a sociological perspective, as for example the homogenization of the local culture, or social inequalities between tourists and local population.

Such a widespread phenomenon underscores the urgent need for sustainable tourism practices that balance visitor needs with environmental preservation and cultural integrity.

c) Challenges and benefits of adopting sustainable practices in the tourism field

Today, the concept of sustainable tourism is widespread and understood thanks to the definition of the World Tourism Organization, which explained it as an approach that "takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"[11]. This definition encapsulates the nature of tourism and its widespread impacts, while acknowledging that the idea of tourism does not exist in isolation but is deeply intertwined with the local environment, the community that inhabits it, and the broader economy of the host country (Hysa and al, 2021, p.1). Such an approach is even more needed, as every aspect of tourism can contribute either positively or negatively to a destination. The aim is thus to create a form of tourism that is responsible and that encourages a positive exchange between visitors and host communities. Sustainable practices in tourism aim not only to minimize negative impacts, but also to enhance the cultural integrity and ecological preservation of the destinations.

Thus, sustainability highly influenced the reinvention of the sector of tourism, of course helped by a fragile socio-political context and the pandemic of COVID-19. Added to the aftermath of mass tourism, all these elements have led to a reevaluation of traditional travel habits and practices ; travel is not seen just as a leisure activity anymore, but as a way to experience meaningful and authentic moments, as I explained in my first year dissertation :

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[11] United Nations World Tourism Organization, *Sustainable development*, https://www.unwto.org/sustainable-development#:~:text=%22Tourism%20that%20takes%20full%20account,the%20environment%20and%20host%20communities%22 , consulté le 12 mars 2023.

> “These types of tourism exist for a variety of reasons, but they are all based on the idea that travel can be more than just a vacation. They are designed to offer travelers a more meaningful and authentic experience by allowing them to connect with local communities, cultures, and environments in a responsible and sustainable way. They aim to offer travelers a more enriching and fulfilling travel experience that goes beyond just sightseeing or relaxation. They offer a way to create positive social, economic, and environmental impacts while also allowing travelers to learn, grow, and connect with the world in a more meaningful way.” (Courneil, 2023, p.31)

Indeed, despite their specificities, these new ways to travel all aim for a more sustainable vision. Among them, the popularity of proximity tourism has particularly increased during, and after the COVID-19 crisis, as it can be defined by the choice to travel to some destinations that are closer to home, often within a day drive or accessible thanks to public transports. Even after the end of the global quarantine, such a type of tourism still was an attractive option : in addition to being environmentally responsible, to travel closer to home generally means spending less money. The economical aspect of such a choice especially carried weight in the post crisis context, as explained by Romagosa :

> “In the context of growing insecurity and uncertainty, nearby destinations could be considered ‘less risky’ by many potential tourists who, having been noticeably affected by the economic crisis arising from the health crisis, have seen their purchasing power reduced.” (2020, p. 692)

Thus, in addition to being more budget-friendly for those with financial constraints, proximity tourism offers significant sustainability and environmental benefits compared to long-distance travel. It thus minimizes its ecological footprint. Moreover, proximity tourism provides an opportunity to discover and appreciate the local culture, history, and natural beauty within one's own region or country. Travelers can then contribute to the local economy.

In a different way, the most popular type of sustainable tourism is entitled slow tourism, and can be defined as the opposite of mass tourism, as Gardener explained it in 2009: “Slow travel is about making conscious choices. It is about deceleration rather than speed, [...] it also reshapes our relationship with places, encouraging and allowing us to

engage more intimately with the communities through which we travel."[12]. Thus, slow tourism aligns with the goals of sustainability by promoting environmentally-friendly practices, encouraging social interactions, and supporting local economies. It helps travelers to move away from the traditional ways to travel and instead immerse themselves fully in the places they visit, fostering a deeper connection to the destination. This approach not only enhances the travel experience but also ensures that tourism contributes positively to the well-being of communities.

Thus, these sustainable travel models highlight a shift in the tourism industry towards greater ecological and cultural sensitivity. This transformation is not only driven by a growing awareness of environmental issues but also by a collective redefinition of travel practices. Yet, it is important to understand how these practices are settled in every component of tourism, and especially the major one : the sector of hospitality.

2) SUSTAINABLE PRACTICES IN THE HOSPITALITY SECTOR

a) Sustainability challenges and opportunities within the hospitality sector

Indeed, if the importance of sustainability particularly increased these last decades, such a fact is also true in the field of hospitality, which is inevitably related to the tourism sector. As the demand from consumers for responsible and eco-friendly practices continues to grow, hotels have to adapt and to meet the standards of this new type of client. This shift in the usual hotels clientele is driven by increasing awareness among guests who prefer to stay in establishments that minimize their carbon footprint and contribute positively to local communities. According to different surveys led in 2019 and 2020, 70 percent of global travelers would be more likely to book an accommodation knowing it is eco-friendly, and that 53% are willing to pay more for environmentally responsible brands[13] [14]. Yet, sustainability in the sector of hospitality is not only a way to attract and retain clients, it is also a pillar for a long-term reputation and competitiveness. As explained by Sorrell and Halli, nowadays "it is

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[12] Hidden Europe, *A manifesto for slow travel*, https://www.hiddeneurope.eu/a-manifesto-for-slow-travel, 2009, consulté le 5 mars 2024.

[13] Booking.com, *Booking.com reveals key findings from its 2019 sustainable travel report*, https://news.booking.com/bookingcom-reveals-key-findings-from-its-2019-sustainable-travel-report/, 2019, consulté le 8 mars 2024

[14] Boston Consulting Group, *Sustainability Matters Now More Than Ever for Consumer Companies*, https://www.bcg.com/publications/2020/sustainability-matters-now-more-than-ever-for-consumer-companies, 2020, consulté le 8 mars 2023.

increasingly expected that hotels already have implemented sustainability programs" (2021, p.14). Thus, the question one could ask is : how can hotels implement sustainability in their operations without negatively impacting their clients' experience ?

To implement such an ideal, the hotels are adopting various strategies and practices that encompass the major pillars of sustainability, which are environmental changes, social and economic ones. In the Cumming report entitled *Sustainability in the hospitality sector*, Emma Sorrell and Halli Bovia categorized these practices in four different pillars :

> "Sustainability for hospitality addresses these four pillars: 1. Healthy Buildings (indoor air quality, cleaning protocole, wellness certifications) 2. Green Buildings & Operations (Green building and certifications, energy, climate action and resiliency, water, solid waste, transportation) 3. Social Sustainability 4. Supply Chain." (2021, p.3)

Considering these four pillars, we can easily understand that sustainability in the hospitality sector encompasses all the aspects for a better future. The first two pillars focus on the building of hotels in itself, protecting at the same time the health and the security of the clients, but also the environment. The second particularly includes an environmental focus as it mentions the management of wastes, whether it is solid waste, food, energy and water. In another way, the third and fourth pillars do encompass the social and economic aspect of sustainability, which, even though they sometimes appear less important, are still essential pillars for hotels to work on. As major actors in the sector of tourism, hotels are expected to play an important role in local communities, as it needs to engage their customers with the local culture, while still preserving it. It is thus important to find the right balance, in order to enhance the guest experience while supporting the preservation of a cultural identity. Such support should also be related to the employees, and the way they are treated : hotels should provide fair wages, good working conditions and implement sustainable and ethical labor practices.

Another way for hotels to be a sustainable pillar of their community, is to source their product locally : by doing so, more than reducing their impact on the environment, hotels can also enhance the local economy, while encouraging local producers. Such a sustainable sourcing extends to all aspects of hotel operations, from food and beverages to linens and cleaning supplies or even decorations.

Nowadays, more and more hotels are integrating such a solid sustainable policy. Among the ranking of the five most sustainable hotels and resort of the world, wrote by the

CEO Magazine, we can find a variety of different companies with various sustainable practices. As two of the Four Seasons resorts established in the Maldives are focusing their efforts on marine conservation by encouraging and helping for the regeneration of local reefs, Le Manoir aux Quat' saisons in Oxford implements a local sourcing for its two Michelin stars restaurant, thanks to its one hectare of vegetable garden among the eleven different gardens of the hotel[15]. As explained by the Civitfun website in the article of its own ranking of sustainable hotels, "these examples of sustainable hotels that we are pointing out are known for having integrated a solid environmental policy [...], but they also seek to offer their guests a satisfactory experience marked by sustainability"[16]. As sustainability's place in the hospitality sector grows each year, it is thus inevitable to evaluate its impact on the guest experience and satisfaction, but also on the way hotels can use such practices to attract new types of clients.

b) The impact of sustainable operations on hotel performances and guest satisfaction

As explained in the Fairmont Report : Gateway to home "While providing unique experiences and outstanding service is essential, a hotel's commitment to sustainable tourism best practices is an increasingly essential aspect for success." (2017, p.14). Apart from the positive impacts on the environment and on the local economy and culture, hotels have a lot to win by encouraging sustainable practices amongst their guests, but also amongst their employees. For example, even though some people tend to think that sustainable practices may be expensive to settle, such a strategy can also be economically rewarding, as mentioned by Conte :

> "Economic incentive affects the hotels in a sense that they could have tax write-offs and financial grants from different factions like the government. To get these incentives you need to build the buildings more economically and more "green". Sometimes these actions can cost more money, but with financial grants it helps and in the long run creating buildings more efficiently will matter." (2021)

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[15] The CEO Magazine, *Stay at five of the world's most sustainable hotels and resorts*, https://www.theceomagazine.com/lifestyle/travel-leisure/sustainable-hotels-resorts/, 2023, consulté le 12 mars 2024.

[16] Civitfun, *The most sustainable hotels in the world*, https://www.civitfun.com/blog/en/most-sustainable-hotels-in-the-world/, 2024, consulté le 15 avril 2024

Thus, even though the initial investment can be frightening for owners and managers, the savings made by some energy-efficient systems, water conservation measures or even waste reduction strategies can offset these investments, as such practices generally lead to significant cost savings, thus leading to better financial performance over the years.

Sorrel and Halli consider such a benefit as an advantage among others, such as "enhanced health and safety for guests, increased brand value, and an elevated guest experience" (2021, p.2). In the same way, as I will explain it all along this dissertation, Han and al. even goes on to mention that sustainable practices can be an important tool and advantage for the marketing in the hospitality sector (2011). Yet, what appears as one of the most important benefits for a hotel settled with sustainable practices is the way it is perceived by the clients, and the way it influences the hotel's reputation.

Indeed, the initiatives and sustainable practices settled by a hotel can be "validated and supported by reputable third-party certifications to reassure investors, employees and guests" (Sorrell and Halli, 2021, p.14). Nowadays, the certifications are considered as popular recognition for hotels that meet specific sustainable standards.

In their book entitled *Protecting Paradise : Certification Programs for Sustainable Tourism and Ecotourism*, Marta Honey and Abigail Rome define certification as "a voluntary procedure which assesses audits and provides a written assurance that a facility, product, process or service meets specific standards"(2001) (Müller & Pröbstl, 2011, p.2). In exchange, these certifications, which are granted by independent organizations, offer a marketable logo to the hotels, in order to prove that they meet their standards. In the specific case of sustainability, these labels serve as benchmarks for environmental performances.

By highlighting these performances, the labels and certifications provide a certain credibility to the hotel, but it also builds trust with the type of guest who prioritizes environmental responsibility: they ensure that the hotel's claims are reliable. Moreover, even though the number of sustainable certifications has particularly increased this last decade, these certifications also help in market differentiation as explained by Müller and Pröbstl :

> "Ideally, the certification differentiates clearly sustainable from unsustainable organizations. It is therefore perceived as an important tool of competitiveness and differentiation which establishes consumer confidence." (2011, p.2)

These labels can thus be a tool for hotels to stand out in a very crowded market: by providing a clear and recognizable indicator of real sustainable efforts, it thus helps to attract

the specific segment of travelers who are looking for environmentally responsible accommodation. Among these numerous sustainable certifications which concern the sector of hospitality – over 100 worldwide, and over 60 in Europe alone (Müller & Pröbstl, 2011, p.4), each label focuses on a specific aspect of sustainability, and thus, has its own criteria. For example, as the certification LEED – Leadership in Energy and Environmental Design, focuses on the aspect of green building, from its design to its operations and performances, the label Green Key covers a wide range of criteria, from the waste management to the guest information and the staff involvement. As an indicator of the sustainable practices of hotels, these certifications thus have an influence on the reputation of these hotels and on the guest choices.

Yet, more generally, the sustainable practices of a hotel also affect the experience of the guest. On a first hand, the negative impacts can appear more disturbing for guests, as it generally may influence the comfort they are expecting, as for example the way water-saving measures might reduce the pressure or the availability. Moreover, depending on the standing of the hotel, guests that are accustomed to luxuries that are more traditional might find the emphasis on sustainability detracts from their perceived comfort, especially if eco-friendly amenities do not meet their expectations. Yet, as we have seen earlier in this dissertation, the numbers describe a real enthusiasm for sustainable practices in hospitality, especially since the Covid-19 pandemic. According to Stefan Klemi-Stojanov, the enhancement of guest experience is one of the most important ways sustainability can affect the hotel business next to reducing costs and improving brand image (2020, p.9). Indeed, on the other hand, these practices can be seen as a unique offer, with for example some locally-sourced culinary options, providing guests with fresh, authentic, and often healthier dining experiences. This is what Ailish Keane, director of Ashford Castles Hotel in Ireland, states in her interview in the blog Fifty Shades Greener, as she explains: “We are buying more and more local and organic food – this allows the guest who is visiting the West of Ireland to really experience the taste of the region”[17].

Thus, if sustainability is a particularly important topic nowadays, it has especially established itself in the tourism field and in the hospitality sector. In such an industry, this concept offers numerous advantages, such as enhancing reputation, achieving economic benefits or even attracting a new type of guest. As a reward, hotels can count on the support

[17] Fifty Shades Greener, *Luxsustainability : Sustainable Luxury tourism*, 2022. https://www.fiftyshadesgreener.ie/blog/luxsustainability-sustainable-luxury-tourism, consulté le 4 mars 2024.

of certifications of all kinds, which allow them to inspire a more positive behavioral change, yet, such a concept is not limited to the hospitality sector.

c) Sustainability in the event sector

Indeed, sustainability is also an important concern in the field of events too. Driven by the increasing awareness of environmental issues all around the world, and thus, the need to reduce the ecological footprint, the sector of events has finally realized that sustainability is now a critical consideration. Judith Mair and Andrew Smith particularly highlighted the primary incompatibility between the concepts of events and of sustainability, as they stated :

> "It is important to recognise some of the inherent contradictions between events and sustainability. Events are, by definition, temporary phenomena; whereas sustainability promotes enduring and resilient forms of development." (2021, p.1741)

Indeed, large-scale events, whether they are conferences, festivals or even concerts, can generate a lot of greenhouse gas emissions, and consume a vast amount of energy and water. Thus, people in general hardly consider the sustainable aspect of this sector, even researchers, as explained by Pernecky and Luke : "in the domain of event studies, information continues to emerge on what ought to change so that events can be declared sustainable, but with little thought and research" (2012, p.2).

Despite such contradictions, the professionals of the sectors try to find solutions and to grow emphasis on making events more sustainable, in order to mitigate their environmental impacts. From this perspective, Getz focused on the way the organizations should not try to run sustainable events, but rather focus on the way events could contribute to the sustainable development, whether it is economic, social or environmental, of the places which host them (2017). To do so, every choice matters : the choice of the venue, the transportation, the management of the waste, of the energy. Even the choice of the catering is important, as it "plays a key role in reducing the negative impacts on the environment during an event [...] the choice not only of zero km catering companies, but also of a menu based on organic food and beverages" (Boggia and al, 2018, p.839). To improve such choices, it will be necessary for organizers to set clear sustainable goals, while engaging stakeholders, whether they are suppliers or attendees. To provide training and resources will enhance the commitment of both the staff and the guest.

If such a strategy does concern the event sector in general, it is also true for the events department of hotels, as the only difference is that these are limited in the choices of their venues. Indeed, for hotels, integrating sustainability into their event offers is not only an environmental imperative, but it is also a competitive advantage, especially in the hotels where sustainability is already established in the other departments (food and beverage, energy consumption, etc). Adding a sustainable events offer can attract eco-conscious clients, whether they are professional or individual, and thus help to differentiate the hotel in a crowded market. In the same way, such an initiative will enhance the reputation of the hotel.

Similarly, to events sector in general, events organizers in hotel can also adopt various strategies to promote sustainability in their events, such as offering menus with locally sourced ingredients, or work in partnership with local companies, in order to participate and to enhance the community. In the same way, it is necessary to seek some feedback from the event organizers and the attendees, to identify the areas for improvement. Thus, as explained by Mair and Smith :

> "The pre-event period is when many positive event legacies can be secured, as participation in event preparations is often one of the most powerful ways to realize positive social impact." (2021, p.1744).

In order to prove the sustainable practices settled for the events organized by hotels, some certifications also exist. They provide a framework to implement such practices, while encouraging hotels to continue to adopt more and best sustainable practices. They also highlight the idea that hotels are implementing sustainability in every aspect of their sector, by showing that it does not only concern the rooms, the food, but also the events. Among such certifications, we can find the ISO20121 one, which can be described as "a beacon for sustainable event management, guiding organizations to seamlessly integrate sustainability into every facet of their event planning and execution" [18].

Yet, in the same category, we can also find another certification, whose name sounds familiar, as it is the label Green Key Meetings. As the Green Key certificate focuses on sustainable operations within the tourism industry, the label Green Key Meetings mainly targets convention and meeting spaces. Launched in 2011, such a certification provides both meeting planners and clients an eco-rating program to which they can refer, as explained by

[18] Iso 2021-2012, https://www.iso.org/fr/standard/54552.html, 2012, consulté le 2 avril 2024.

Elizabeth Henderson : “It’s just like Green Key Global. All they need to do is look for the Green Key meetings rating to know the relative ability of the hotel in providing sustainable meeting options.” [19]. Such a program aims to make events carbon neutral, as explained on the official website of Green Key :

> “The most obvious reason to adopt carbon neutrality is to reduce your event’s environmental impact. There are economic advantages too. Carbon neutral events reduce energy consumption and waste and develop your reputation as a low carbon event host making your space an appealing option for organizers, sponsors, funders, presenters and participants that want to go green.” [20]

Thus, the eco-rating system of giving one to five Green Keys to a hotel for its sustainability practices concerning events, can represent an important advantage.

To conclude, integrating sustainability into the event sector of hospitality is essential for meeting the growing demand for environmentally responsible practices and enhancing the reputation of hotels themselves. By adopting responsible strategies and achieving recognized certifications, hotels can demonstrate their commitment to sustainability, thus attract eco-conscious clients, and contribute positively to the environment and local communities. As the industry continues to evolve, the emphasis on sustainable events will continue to play a crucial role in shaping the future of hospitality. Yet, as the sector of luxury hospitality is considered as special, it is thus important to consider the possible contradiction between luxury and sustainability.

3) THE RELATIONSHIP BETWEEN LUXURY AND SUSTAINABILITY

a) The contradiction of more and less

Indeed, traditionally, both the concept of sustainability and luxury appear as incompatible, especially as luxury is often synonymous with extravagance and excess, no matter the sector, as explained by Athwal and al. : “Given the association of luxury

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[19] Ignite Magazine, *Green Key Meetings : an eco-rating program for sustainable meeting options*, https://ignitemag.ca/incentives_meetings/green_key_meetings, consulté le 2 avril 2024.
[20]Green Key Globa, *Carbon Neutral Events*, https://greenkeyglobal.com/carbon-neutral-events/, consulté le 2 avril 2024.

consumption with ostentation, over-consumption, overproduction, indulgence and personal pleasure, the conflicts between luxury and sustainability are evident." (2019, p.407). Such an idea is anchored in a lot of people's minds, even researchers, as some tend to think that the concept of sustainability rests upon the idea that consumption should only meet basic needs, which strictly considers the definition of luxury quoted earlier in this dissertation. From this perspective, "making the production of and presentation of luxury goods more environmentally friendly and socially responsible does not address the long term systemic issues" (Moscardo, 2011, p.4). Thus, the perception of wastefulness and excess associated with luxury is one of the main reasons why these concepts are seen as contradictory.

The sector of luxury hospitality is definitely not an exception. The perception of excess is led by the fact that the industry emphasizes on providing the highest level of comfort, exclusivity and personalized service to their guests, thus involving high consumption of resources. For example, luxury hotels generally feature opulent amenities such as multiple swimming pools, gourmet restaurants, frequent linen changes, or other high-energy-consuming amenities such as spas and saunas. Such a high level of resource consumption is definitely seen as contradictory to the goals of sustainability, which encourage reducing resource use and minimizing waste. From this perspective, "the concept of luxury in hospitality aligns with the idea of more (more staff, more amenities, more services, more decoration) which sharply contrasts with the idea of less (less consumption, less waste […]" that often characterizes green behavior" (Amatulli and al., 2021, p.3).

More than the contradiction of the concepts themselves, sustainable practices could have a negative impact on a hotel, its reputation, and even its economic performance, as argued by Kapferer and Michaut-Denizeau, which mentions the word "contamination" (2014). Researchers thus agree on the idea that green practices can be detrimental to the comfort of such a luxurious experience, that the perception about luxury hotels value offering could be lowered : to resume, "it could decrease the hotels' perceived luxury value and brand" (Amatulli and al., 2021, p.3-4).

Another point of contradiction is the issue of social inequity. Luxury hotels are often destined to a wealthy clientele, sometimes creating a stark contrast with the local communities in which they operate. According to Moscardo, "luxury is inherently rooted in social inequality, and thus, by nearly all definitions of sustainability, luxury cannot be sustainable" (2011, p.712). This disparity is often seen as contrary to the principles of social sustainability, which emphasize equity, community involvement, and support for local economies. Critics and researchers thus generally argue that the presence of luxurious

accommodations in economically disadvantaged areas can highlight social inequalities and undermine efforts to promote social cohesion.

To conclude, the perceived contradiction between the concepts of luxury and sustainability, in general but especially in hospitality, arises from the traditional association of luxury with the idea of excess and resource-intensive operations. Yet, as the sustainable practices are becoming more and more important from the clients' perspective, luxury hotels are trying to highlight the idea that such a contradiction is not true anymore.

b) Similar values

As mentioned earlier, many researchers focused on the ongoing contradictions between luxury and sustainability. Yet, some do tend to think otherwise, as they argue that "sustainability issues are especially important in the luxury sector given its widespread reach, which is reflected in the composition of its goods, services, and experiences" (Atwhal and al., 2019, p.1). The growing movement to redefine luxury in terms of sustainability that we mentioned earlier in this dissertation highlights the quality over the quantity, and focuses on the idea of a more unique and authentic experience, rather than an opulent excess. Such a shift is even one of the main arguments of proponents of sustainable luxury, who explain, "that a shift towards luxury motivated by authenticity and experience rather than conspicuous consumption means that luxury can be more sustainable" (Moscardo, 2011, p.712).

Moreover, the perception of sustainability in luxury hotels is significantly influenced by the type of destination. Urban, island, rural, wilderness, and coastal locations each present unique challenges and opportunities for implementing sustainable practices. This is what Line and Hanks explain :

> "While the belief that green hotels are less luxurious translates to unfavorable attitudes toward green hotels in urban tourism destinations, this relationship does not occur in nature-based tourism destinations." (2016)

By addressing the specific environmental and cultural contexts of their locations, luxury hotels can thus enhance their sustainability strategies and meet the expectations of eco-conscious travelers, who are more and more numerous each year. Indeed, studies led by

American Express highlighted the fact that 62 percent of travelers wanted to be more thoughtful about their way of travel, but also about their destination [21].

In the same way, the 2019 report Fairmont Luxury Insight entitled *Gateway to Home – Hotels as the heart of their community*, explained that 78 percent of travelers thought that it was important for hotels to adopt environmentally sustainable practices (2017, p.16). Such statistics are explained in the same report :

> "Luxury travelers are increasingly motivated to visit hotels that implement good environmental practices in their operations, with 8-in-10 luxury travelers looking for sustainable tourism experiences […] Guests recognize over tourism as a growing concern, and that changes need to be made if the beauty that attracts them to worldwide destinations is going to last ; travelers look to luxury hotels to help drive change that is positive and sustainable." (2017, p.16)

This tailored approach to sustainability not only improves the guest experience but also contributes to the goals of environmental protection and social responsibility in the hospitality industry.

Thus, despite the evident contradictions mentioned earlier between the traditional meanings of both concepts, the idea of sustainability in luxury hotels continues to develop, in order to supply the guest with experiences that are meeting their expectations while being sustainably responsible for the environment and the local communities. Such strategies are even becoming the key of their marketing strategies, as such a promotion on social media is a means to attract a new type of client.

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[21] Sustainable travel international, *Can luxury travel be sustainable*, https://sustainabletravel.org/can-luxury-travel-be-sustainable/ , 2023, consulté le 16 mars 2024.

CHAPTER III : THE USE OF SOCIAL MEDIA IN HOSPITALITY MARKETING STRATEGIES

1) THE SHAPING OF A NEW COMMUNICATION METHOD

a) Historical development

The birth of social media started with the creation of the World Wide Web, also called Internet, which is defined as "the large system of connected computers around the world that allows people to share information and communicate with each other" [22]. Such an invention has undeniably revolutionized human interaction, allowing people to share with each other from across the globe. It is now considered a global tool, as in April 2024, there were 5.44 billion internet users[23], a number in constant evolution, compared to the 5.16 billion in January 2023. As such a concept evolved, it gave birth to what is considered as the Web 2.0, which is built upon the idea of interactivity, as users actively share and disseminate information, pictures, or even videos all around the world, thus fostering a new type of communication.

From such a new concept, the social media rose, which Knoblich and al. defined as “all networks and media which enable social interaction within Web 2.0” (2017, p.149), which allow people to share information, knowledge and opinions. As explained in my first dissertation :

> “While favoring interactions between people from all around the world, each social media generally present both on websites and on mobile applications, appears as specialized in a particular area. Whether it is on the sharing of videos, pictures or short text documents, or whether it is reserved to educational, professional, or personal content, every social media aims to attract an intended audience depending on their

[22] Cambridge Dictionary, Definition of Internet, https://dictionary.cambridge.org/dictionary/english/internet, consulté le 6 février 2023.
[23] Statista, *Number of internet and social media users worldwide as of April 2024*, https://www.statista.com/statistics/617136/digital-population-worldwide/#:~:text=As%20of%20January%202023%2C%20there,population%2C%20were%20social%20media%20users, May 2024, consulté le 30 mai 2024.

expectations, and the type of social interactions they want to obtain. Thus, they enable people from all around the world to gather and to connect around similar interests, creating a kind of communication which was, until then, unimaginable." (2023, p.10)

Nowadays, the presence of social media has become unavoidable ; people spend more and more time using them, as children and teenagers are introduced to them at a younger age. According to the Digital 2024 Global Overview Report, the global average of time spent on social media was 2 hours and 23 minutes in January 2024, concerning the 16-24 years old[24]. Such statistics highlight the importance these tools play in our actual way of life, especially as the numbers continue to increase through the years : "this popularity of social media can be explained by many factors, such as the improvement of the new technologies which facilitates the access" (Courneil, 2023, p.14). Such an advent and evolution of social media have radically transformed every aspect of our life, including the landscape of marketing.

b) Global impact and integration in marketing strategies

Indeed, nowadays, social media has grown into a powerful tool for businesses, reshaping marketing strategies and practices across the globe. In order to analyze the way social media impacted the concept of marketing for the last few decades, it is firstly important to define what marketing is, and the role it plays in our life.

As I explained in my first year dissertation, "the marketing of a brand or a company can be defined as the process of identifying, anticipating, and satisfying customer needs and wants through the creation, promotion, and distribution of goods and services" (Courneil, 2023, p.14). It is thus a process by which companies create a certain value for customers and build strong customer relationships, in order to get another type of value from customers in return. The ultimate goal is to generate revenue through the sales, as explained by Rodriguez and al. : "One of the goals in relationship marketing is to create stronger customer relationships that enhance seller performance, including sales growth, marketer mass share and profits." (Rodriguez and al, 2012, p. 369). It involves understanding the customer needs, his desires, leading to developing products and services that satisfy these needs, and then communicating and delivering these offerings effectively. Such a general definition of

[24] Data Reportal, *DIGITAL 2024: GLOBAL OVERVIEW REPORT,* https://datareportal.com/reports/digital-2024-global-overview-report, January 2024, consulté le 05 mai 2024.

marketing corresponds to this concept in its entirety : yet, marketing has to adapt and to develop new strategies for every type of industry, as we will see later in this dissertation.

Marketing as a discipline emerged during the 20th century, influenced by the Industrial Revolution which was synonymous with mass production, leading to an abundance of goods that required real and effective strategies to reach and persuade consumers. Before the 1950's, such a concept "represented a tool to achieve the best possible distribution levels, while consumers were still considered as a passive element for the sale of company products and services at the time." (Lepore, 2019, p.90). During this period, a shift has produced from the needs of the sellers to the needs of buyers, as explained by Lepore :

> "Marketing was changing its approach, shifting more and more towards considering consumers as the cornerstone of its activities and the competitive advantage for companies moved more and more towards demand diversification and segmentation, rather than on an overall spreading of exchanges." (2019, p.90)

This new approach, focusing on the customer, emphasized understanding and meeting the needs and wants of the target market, thus ensuring long-term success. Companies began conducting market research to gather insights into consumer behavior and preferences, leading to more effective product development and communication strategies. Such practices are now basics and common in what we can consider as modern marketing, which has particularly evolved in 70 years. Yet, one particular evolution of marketing has forever changed its way to work. Indeed, these last decades, digital marketing has emerged thanks to the rise of new technologies : the creation and popularization of computers, cellphones, internet and of course, social media, allowed the birth of such a type of marketing. The proliferation of these digital devices and the increasing accessibility of the internet changed the way consumers interacted with brands, leading to a fundamental shift in marketing strategies.

As digital marketing focuses specifically on the use of digital channels and technologies to promote a product or a service, the concept of word of mouth on which it rests was obviously increased by the use of social media. As the concept of word-of-mouth is rather direct, and can only be limited to a certain number of people at a time, the communication allowed by social media for people all around the world at the same time definitely amplified it (Bendahou, 2020). Nowadays, social media are the most popular way for people to get informed : whether they prefer video content with media such as YouTube

or TikTok, or text and real time information such as Twitter or Linkedin, there is a platform for everyone. As explained in my first year's dissertation, the popularization of social media "obliged the brands and the companies to use such platforms in order to reach new potential customers, to develop a deeper relationship with them, and thus, to satisfy more demanding and more informed clients" (Courneil, 2023, p.15).

Yet, more than highlighting and promoting the brand, the use of social media in digital marketing strategies also allows a greater engagement between a company and its clients. Indeed, social media enables a real-time interaction between sellers and consumers, allowing them to engage through comments, shares, or even direct messages. For example, as more and more people use social media to express their opinion and experiences, brands can use such feedback to answer to their customers, but also to improve their services. Such two-way communication allows for immediate feedback and customer support, which leads to an enhanced customer experience. According to Lager's studies, social media are the perfect tool to allow interactions between companies and customers, leading them "to feel like they have immediate and direct access to the company" (2009, p.32). As I mentioned in my first dissertation, "customers are not passive receivers of a product or a service anymore ; they play an active and important role in its promotion and its digital marketing" (2023, p.15).

Nowadays, social media are thus inevitable from a marketing perspective, as they give the potential to reach a larger audience, while enhancing the engagement with the customers. As marketing is a concept in constant evolution, its trends also influence the way to establish marketing strategies for companies, and thus, the consumer behavior of the audience.

c) The current trends and their impact on consumer behavio

Among the numerous trends that are currently highly popular on social media, and which thus influence the marketing strategies of companies, the most important one appears to be the role of visual content. Indeed, these last few years, the popularity of social media on which the concept rests upon visual content has particularly increased. One of the most popular one is Instagram, with more than 2.4 billion users at the beginning of 2024[25]. Launched in 2010, such a platform is designed for sharing photos and videos. It also allows its users to capture, edit, and share visual content with their followers and a larger public,

[25] SEO.AI, How many users on Instagram in 2024 : Statistics and Facts, https://seo.ai/blog/how-many-users-on-instagram, February 2024, consulté le 14 avril 2024.

creating a visually appealing and engaging user experience. As I explained in my first year's dissertation, Instagram is a global social media which focuses on aesthetically pleasing content, heavily visual :

> "In majority preferred by generations Y and Z, Instagram allows its users to share photos and videos, as well as to interact with other users by liking, commenting, and sharing content. The platform has various features, including filters, stickers, and hashtags, which users can use to enhance their content and make it more discoverable." (2023, p.24)

Nowadays, such high-quality content is essential for capturing the attention of the audience on social media. From a digital marketing point of view, Instagram is one of the major tools for brands: considered as a creative platform because of its focus on visual content, "it is not a simple window display, it is a real lever for brands" (Chevalier, 2020, p. 25). Attractive and high quality content does not only attract the eye of the audience: people also remember it.

In the same way, another type of content that does attract the audience is vlog. Vlog is the short way to say video blog ; these videos typically feature a person sharing their thoughts, experiences, opinions, or activities, directly with their audience. They are often personal, and diary-like, and appear more intimate compared to other video formats (Jourdain and Doki- Thonon, 2019, p. 48). As I explained in my first year dissertation :

> "As video-sharing platforms like YouTube became more popular, vlogging grew in popularity as well, and it became a way for creators to connect with their audience and share their experiences with the world. Today, blogging has become a mainstream form of content creation." (2023, p.24)

Indeed, as the popularity of platforms based on video content such as Youtube, TikTok and Instagram increased, vlogs became a major part of the content shared on such media. They enable the creators and the brands to connect with audiences on a personal level, to provide valuable information in an engaging format, and to use the concept of storytelling to capture attention and drive engagement. As video content continues to dominate social media, the importance of vlogs in marketing strategies will only continue to grow, especially when people are influenced by what they see on social media.

Another major trend currently thriving on social media is the trend of influencer marketing, which I tried to define in my first year's dissertation :

> "Social media influencers are individuals who have gained a significant following on social media platforms, but what sets them apart from other users is their ability to influence their followers' opinions and behaviors. With a large and engaged following, influencers have the power to sway their audience's purchasing decisions, preferences and attitudes towards certain products or services. " (2023, p.12)

Considered as online personalities (Jourdain and Doki-Thonon, 2019, p.16), these people, whether their content is specialized in fashion, travel, sports or even food, are expected to have a certain impact and influence on their audience, while still being regular people. Their celebrity only comes from the content they share on social platforms (Lou and Yuan, 2019). These influencers, considered as experts on the type of content they share, are a key tool in companies' strategies in digital marketing. By promoting products and services to their followers, influencers are driving engagement and sales; these sponsored contents can be considered as advertisements, and are thus paid endorsements (Kapoor and al, 2021). Sponsored influencers must disclose their partnerships with brands by adhering to advertising regulations in order to ensure some transparency. Such regulations aim to protect the consumer and to shield them from deceptive advertising: if the sponsored content is easily identifiable, the consumer knows that the influencer is paid for it, and that the experience can be biased. The audience should thus consider such a trend cautiously.

From this perspective, the trend of user-generated content – which encompasses influencers, is nowadays, very popular on social media. By encouraging users to create and share content related to a brand or a product can boost the authenticity and the trust of the audience. Reviews, testimonials, and social media posts thus enhance the brand's credibility and its reputation. Where influencers are amplifying the reach and thus the impact thanks to their larger audience, user-generated content created by normal people, is perceived as more relatable compared to branded content. Such content is seen as an honest opinion, and a real-life experience, which can thus significantly influence their purchasing decisions. Thus, the relationship between influencers and user-generated content is mutually beneficial, and is a powerful combination in the digital marketing landscape. By associating both of them, brands are encouraging consumer participation and loyalty, but they also leverage social proof, in order to influence the purchasing decisions of the audience.

2) SOCIAL MEDIA USE IN THE LUXURY HOSPITALITY SECTOR

a) Specific strategies for leveraging social media in luxury hospitality

As much as any other sector, the world of luxury hospitality does use digital marketing and social media as a way to promote their hotels and their brands. Thanks to its ability to engage with a global audience and to foster an authentic connection with their current and future guests, social media plays a crucial role in such strategies. Such a fact is even truer when we consider the international markets of hospitality, especially when the cultural barriers or the geography prevents the key information to be transferred through traditional media. Thus, just as Jones explained, the most effective method to prevent miscommunication because of the cross-cultural gap would be the direct use of social media and online platforms (2010). Moreover, Taylor and al. argue that social media is not only a distribution channel for luxury hotels, on the contrary to budget hotels. As budget hotels focus on selling their services on different platforms, luxury hotels' goals are "to keep their guests satisfied by letting them know that the hotel employees and associates were listening and are easily accessible for any help" (Taylor and al., 2015, p.90). From such a perspective, Cervellon and Galipienzo add that social media are playing a very particular role for the luxury hotel sector "where communication is more emotional than informational" (2015, p.429), a vision which corresponds to the definition of modern luxury, which focuses on the experience and the emotion rather than on the opulence.

Among the strategies adopted by luxury hotels to provoke and use these emotions to their advantage, we can easily identify some of the current social media trends I mentioned earlier. For example, the visual content posted on social media by luxury hotels is generally appealing, with a beautiful aesthetic and high quality pictures. Such content needs to equal the level of beauty of the hotel and its offering and services, as explained by Shafi Shaik, a digital marketing manager in hospitality, in one of its Linkedin posts. Indeed, he mentions that the heart of a digital marketing strategy in the luxury hospitality sector is a "captivating content and visuals that leave a lasting impression on potential guests" [26]. Thus, the use of professional photography and videography showcasing the hotel's architectures, its interiors,

[26] *Mastering the Art of Social Media Engagement: A Luxury Hotels Guide to Creating an Irresistible Marketing Calendar*, Shafi Shaik, Linkedin, https://www.linkedin.com/pulse/mastering-art-social-media-engagement-luxury-hotels-guide-shafi-shaik-ahvsc/, 2023, consulté le 12 avril 2024.

its rooms, its culinary offer and its surroundings are essential, especially on platforms such as Instagram, which emphasize visual content. Such a tool is critical in digital marketing strategies, as "crafting compelling narratives around each event is a powerful strategy to evoke emotions and generate interest" [27]. Such a perspective thus validates the study conducted by Digital Marketing Philippines and shared by Hubspot, which explains that visual content or images are more effective for social media sharing compared to text blocks. This is because the brain processes visual information 60,000 times faster than text. According to the same study, social media posts with compelling visual content can generate up to 94 percent more views, regardless of whether the content is a picture or a video[28]. Moreover, to attract tourists and guests, hotels, as much as destinations, needs to show their advantages, as I explained in my first year's dissertation :

> "Visual content can also help to capture the essence of a destination and showcase its unique features, landmarks, and attractions. Thus, to share visual content for the destinations or the local tourist businesses, is a way to show a territory in its best lights, thus giving to the followers or viewer, an appealing desire to travel to such a place. An analysis of data made by TripAdvisor in 2019, one of the leading websites concerning travel services, explained that 79 percent of TripAdvisor travelers mentioned that pictures had a significant influence on travel commerce (Hoon and al, 2021, p.10435)." (2023, p.39)

Thus, visual content needs to be, and are, just in any other sector, at the heart of the digital marketing strategies of the luxury hospitality sector. Moreover, as, generally, these types of hotels offer an unforgettable experience, the appealing visual side of these hotels needs to be shared with potential guests in order to attract them more.

Yet, such high quality visual content is not always posted on the direct account of the hotel : indeed, the effect is even more appealing when an influencer posts them, and thus incite its community to visit and stay in the same places. User-generated content is generally encouraged by the hotels as it provides authentic testimonials but also enhances the hotel's

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[27] *Mastering the Art of Social Media Engagement: A Luxury Hotels Guide to Creating an Irresistible Marketing Calendar*, Shafi Shaik, Linkedin, https://www.linkedin.com/pulse/mastering-art-social-media-engagement-luxury-hotels-guide-shafi-shaik-ahvsc/, 2023, consulté le 12 avril 2024.

[28] Hubspot, 12 Reasons to Integrate Visual Content Into Your Marketing Campaigns https://blog.hubspot.com/marketing/visual-content-marketing-infographic, 2017, consulté le 16 mars 2023.

visibility and engagement on social media thus building a sense of community and trust. Yet, when it comes to influencers, such an effect is amplified, as the reach of their audience is more important than common users of social media. Moreover, influencers have a certain credibility : even though their authenticity can be challenged by the remuneration of their partnerships, their community and audience generally trusts them. In the specific sector of tourism and travel influencers, 34 percent of French people admitted trusting travel influencers and travel bloggers more than traditional touristic websites, as 37 percent of young people admitted being influenced by social media and its content for the choice of their destination, and thus, the choice of their hotel [29]. Influencers with significant followings can amplify the reach of the hotel's content but also attract new audiences. These collaborations generally involve influencers staying at the hotel and sharing their experiences through posts, stories, and videos. Yet, the main point for hotels is to partner with influencers whose followers match the hotel's target demographic, ensuring a promotion that creates a desire and an envy for the audience. Concerning this envy, Asdecker explained that they were two types of envy, one of them being the benign one : a positive emotion, which focuses on the feeling that the other's superiority is deserved. The person envious will then want to challenge oneself :

> "Therefore, in this particular study context, benign envy is the relevant outcome of the underlying social comparison processes that needs to be examined. In that regard, benign envy serves as an explanatory mechanism. Travel-related content posted by influencers on Instagram inspires followers to self-improve and helps achieve a similar lifestyle, reinforcing the followers' wanderlust." (2022, p. 854-855)

Such a process contributes to attracting the potential guests on different platforms, representing the hotel in an attractive way, but also its entire brand.

[29] *Hospitality on, Influenceurs voyages : les nouveaux acteurs incontournables de la promotion touristique*,https://hospitality-on.com/fr/tourisme/influenceurs-voyages-les-nouveaux-acteurs-incontournables-de-la-promotion-touristique, Mars 2022, consulté le 1er mars 2023.

b) The impact of social media on luxury brand image

If the brand of hotels is defined by "an identity that binds a group of hotels together in the eyes of the customer"[30], with which they can differentiate themselves from their competition, the brand of luxury hotels also holds another significance. Indeed, a luxury brand in the hospitality sector also means a premium identity that is associated with exceptional quality, exclusivity, and unrivaled services. These brands are characterized by their attention to every detail, high-end amenities, and a commitment to creating memorable and extraordinary stays for their guests. The marketing of such brands is thus very different from others, as "it involves not only conveying an image of quality, performance and authenticity, but also attempting to sell an experience by relating it to the lifestyle constructs of consumers" (Atwal and Williams, 2009, p.338). Moreover, as explained earlier, the image conveyed by the concept of luxury changed over the decade : from a focus on opulence, it became a focus on experience. The sector of luxury travel was also concerned with such a change : "as travel become more important as a social currency, particularly in the age of social media, people are increasingly seeking out experiences and transformations" [31]. As travelers are less materialistic, and are much more focused on the exclusivity of the experience, brands have to find ways to promote hotels that correspond to their values, as explained in this article on the IMD website :

> "Demand is higher than it's ever been, but this also means that many luxury brands are looking for new ways to speak to their customers outside of their stories to build new relationships, meaning brands are adding more experiential elements to their offering that not only include additional services that excite and amaze, but involve a deeper layer of connection that allows consumers to engage with them as an expression of their own identities and values." [32]

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[30] Xotels, Hotel brand, https://www.xotels.com/en/glossary/hotel-brand#:~:text=What%20is%20the%20meaning%20%2F%20definition,differentiate%20themselves%20from%20their%20competition, consulté le 12 avril 2024

[31] IMD, Experiences, engagement and brand extensions : Decoding the new age of luxury hospitality, https://www.imd.org/ibyimd/luxury/experiences-engagement-and-brand-extensions-decoding-the-new-age-of-luxury-hospitality/#:~:text=%E2%80%9CThey're%20less%20materialistic%2C,a%20view%20shared%20by%20Marro, 2023, consulté le 15 avril 2024.

[32] IMD, Experiences, engagement and brand extensions : Decoding the new age of luxury hospitality, https://www.imd.org/ibyimd/luxury/experiences-engagement-and-brand-extensions-decoding-the-new-age-of-luxury-hospitality/#:~:text=%E2%80%9CThey're%20less%20materialistic%2C,a%20view%20shared%20by%20Marro, 2023, consulté le 15 avril 2024.

By highlighting the personalized service tailored to each guest's preferences and needs, luxury hotels are able to promote the uniqueness of the experience that is offered on their social media platforms. Thanks to personalized greetings or a dedicated concierge services, hotels are able to emphasize the importance on the attention on each detail : to promote such a service on their social media, whether thanks to the use of user-generated content or influencers, will inevitably attract potential guests, in addition to create loyalty toward the entire brand. Lia and al. explained such a phenomenon, by mentioning that a personalized and special service could increase repeat tourist visits (2017). Such a loyalty, is, nowadays, very important for hotel brands :

> "Customers will become loyal to the brand when they have gone through the engagement stage. This relationship is created because of satisfaction and. emotional bonds. In making marketing efforts, the company will try to create customer engagement with the services provided." (Putri and Hananto, 2022, p.2)

Moreover, repeat guests often choose hotel brands they are familiar with, thus demonstrating strong brand loyalty. For example, someone who is usually staying in Novotel hotels will firstly try to stay in another Novotel in a new destination, especially if the person is satisfied with the services offered. On another way, for first-time visitors to hotels, and especially luxury ones, the brand awareness is crucial in the process they will select their hotel. For example, if someone has never been to a Ritz Carlton before, but is aware of its brand image, which focuses on elegance and sophistication, this person might be more easily attracted to stay in a hotel of such brand. Such an awareness can be created thanks to the promotion on social media : new customers are drawn to the hotel's visual appeal, which creates a positive first impression, but also its overall performance and its reputation. Yet, as I will explain in the next subpart, it is still hard to measure the effect of such a promotion on social media.

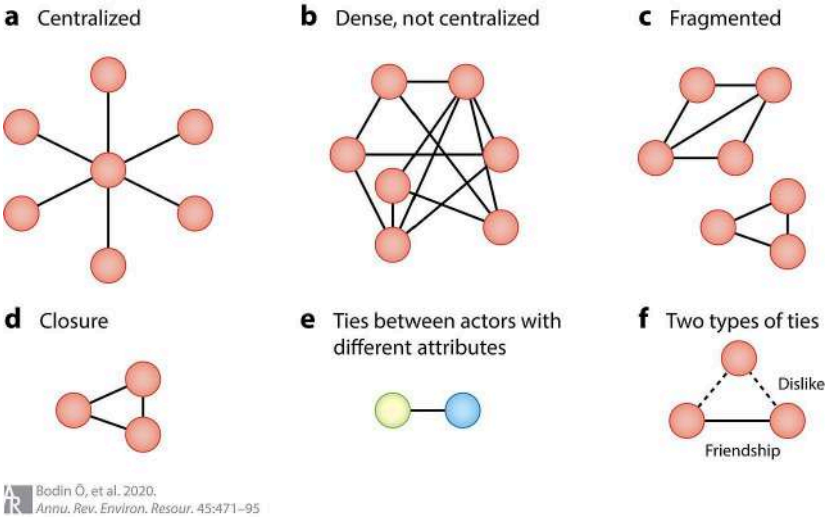
c) Tracking and interpreting the performance metric

Indeed, the performance metrics on social media platforms are not as easy to interpret as one might think. Of course, what appears as the most important number on a social account is the number of followers : someone that is not used to social media might think that the popularity of a brand, a person, or an account, can be calculated thanks to the number of

people who follow them. Then, the partnerships and the remuneration made with brands for such a person could also be calculated thanks to such a number. Yet, the reality is quite different, as “a lot of studies have been led and proved that such a number is not the most important information, in order to produce a qualitative partnership and to produce benefits” (Courneil, 2023, p.41).

Social Network Analysis is defined as “a branch of sociology that can be seen as a set of entities connected in a network through mathematics” (Mohd Rum & Yaakob, 2018, p.950). Today, it is a widely used analytical approach aimed “to measure the relationship and flows between groups, organizations, people and other connected entities” (Mohd Rum & Yaakob, 2018, p.950). This method is typically employed to map and compare the relationships within a community or social entity, as its representation takes the form of a nod which represents the entities (people or organizations for example), related by a network of links, which represent the relationships between them. Here are various example of such schemes, an example of a typical Social Network Analysis :

Figure 1 : Network characteristics (Bodin and al, 2020)



This type of analysis can then be applied in the studies of social media in order to understand and comprehend the reach of a person or an account, thanks to numerous metrics which are quite different from the number of followers. As I explained in my first year’s dissertation, “instead of looking at the number of followers [...] the analysis considers the quality of their community, in order to measure their influence” (2023, p.43). In a society where social media are a center tool for marketing strategies, this type of analysis appears as an unavoidable tool.

In order to make such an analysis, marketers first need to identify the key performance metrics. Here is a list of the major ones, with their definitions :

- **Engagement metrics** are crucial in order to understand how the audience of a person or an account interacts with the content posted. It can be defined as “metrics that track how actively involved with your content your audience is” [33]. Among these metrics, are likes, comments, share, save, and all the different options that platforms offer to interact. Generally, a high engagement rate signifies that the content resonates with the audience.
- **The reach** and **the impression**s are other metrics that complement each other. As reach refers to the number of users who have seen a post, the impressions count the total number of times the post was viewed, even if it has been seen multiple times by one user.
- **The Click-through rate** and **the conversion rate** generally act in the same way. If the click-through rate measures the percentage of users who click on a link in a post, the conversion rate tracks the percentage of social media interactions that lead to a specific goal such as sales, or in the case of hotels, the booking of a room.

In order to calculate and interpret these metrics, a lot of tools exist, whether these ones are proposed directly by the platforms or by external services. To track and to interpret such performance metrics is nowadays essential for marketers, even in the sector of luxury hotels, in order to maximize the effect of digital marketing strategies. By leveraging these key performance indicators, utilizing analytics tools, and making decisions in consequences, luxury hotels can enhance their online presence, engage their audience, and achieve their business objectives. More than improving the effectiveness of a good digital marketing strategy on social media, such tools also contribute to a stronger relationship with the guest and the audience.

[33] Sproutsocial, Engagement rate definition, https://sproutsocial.com/glossary/engagement-rate/, 2018, consulté le 20 mars 2023.

3) SOCIAL MEDIA AND SUSTAINABILITY

a) Greenwashing : avoiding deceptive practices on social media

Nowadays, social media is a promotional tool that allows companies to highlight every aspect of their services, including their Corporate Social Responsibility strategy and their sustainable practices. As consumers become more aware of the environmental and social impact of their choices, they are gravitating towards brands that demonstrate a genuine commitment to sustainability. As such, a concept holds a more important place each year, whether it is in everyone's daily life or for a company, it is essential for companies to embrace the possibility to promote these practices on social media channels. From this perspective, as luxury hotels often serve as examples of opulence and comfort, integrating and promoting sustainable practices is not just a moral imperative but also a strategic one. Social media platforms "enable informal, interactive and publicly visible CSR communication" (Stohl et al., 2017, p. 414), while being affordable and efficient. They provide a way "to engage with the public on a deeper level than what is possible through traditional media channels, since social media are more personal and provide a direct line of communication" (Cotrufo, 2023, p.13). Yet, it is imperative to find a proper balance, to avoid deceptive practices, also called Greenwashing.

Indeed, with the growing demand of CSR efforts, companies tend to spend large amounts of money on such advertising, in order to attract the audience, and to emphasize their contribution to such a cause. Yet, by doing so, some tend to exaggerate or falsely claim that their products or services are environmentally friendly, which is a typical example of greenwashing. Such a concept is defined as the act of "intentionally misleading or deceiving consumers with false claims about a firm's environmental practices and impact" (Nyilasy et al., 2014, p. 693). This tactic is used to attract eco-conscious consumers without implementing genuine sustainable practices. Delmas and Cuerel Burbano defines such a practice as "the intersection of two firm behaviors : poor environmental performance and positive communication about environmental performance" (2011, p.64). Such practices tend to threaten the confidence of consumers concerning the marketing of products and services, especially since greenwashing has made it difficult to know what promotion is truly trustworthy, and which are not (Chen & Chang, 2013).

Moreover, as social media platforms are designed to facilitate a rapid sharing of information, they tend to encourage greenwashing practices, because of a lack of regulations.

Indeed, compared to more traditional advertising channels such as television, social media is way less regulated. For example, if a television show highlights the environmental practices of a company, it is in the interest of the journalists and the production to verify the information, in order to protect their own reputation. Yet, when a company shares false information on its own account on different platforms, it is harder for consumers to verify them. Brands may choose to highlight only their positive environmental practices while omitting information about their less sustainable activities, which would paint an incomplete picture of the company's overall impact. Because of such selective disclosure, the lack of regulation, and the viral nature of the content shared on social media, these platforms are not always reliable, and can dangerously harm the trust of the consumers. Indeed, "the skyrocketing incidence of greenwashing can have profound negative effects on consumer confidence in green products, eroding the consumer market for green products and services" (Delmas & Burbano, 2011). Thus, if hotels want to promote their sustainable practices and CSR efforts on their social media, it is important for them to ensure transparency and authenticity in their claims. Such a promotion involves providing clear, verifiable information about their sustainable practices and maintaining honest communication with their audience. Moreover, as we are going to see in the next sub-part, social media platforms can be used as educational tools, to sensitize the audience to current social issues such as sustainability.

b) The educational role of social media in promoting sustainability

Indeed, if the first main purpose of social media and new technologies was socialization, their role quite broadens these last years, as much as such platforms' role in our everyday life. As I explained in my first year's dissertation, "this increasing availability of communication allowed social media to become a source for the dissemination of news and information all around the world" (2023, p.45), especially social media and microblogs such as Twitter (Holcomb and al, 2013). Such a fact is even more true for young people, as explained by Kyung-Sun and Seiching : "About 50% of online teens and over 80% of college students use social media for their academic as well as everyday life research, for example (Head and Eisenberg, 2009, 2010; Pew, 2012)" (2015, p.1). Indeed, whether it is for the news or for educational purposes, people tend to interact more easily with content posted on social media. This behavior can be explained by the principle of least effort, which can be defined as the idea that people will necessarily choose the path with the least effort (Case, 2005).

Thus, as explained in my first year's dissertation:

> "As sustainability is an issue of our everyday context, social media appears as an important information-seeking tool concerning such a topic. Moreover […] people's behavior concerning sustainability can be influenced by their environment." (2023,p.46)

The Social Influence Theory can be defined as "any change in behavior, emotion or thinking that other individuals cause, even if their presence is only imagined, expected or implied, including the interpersonal processes that lead to behavior, emotion or thinking changes" [34]. As explained by Usman and Okafor, such a theory can be related to the educational part of social media platforms, as "social influence stems from social interactions which trigger the development of new attitudes and intentions due to significant changes in consumer behavior and makes social media an intensely valuable medium for marketing in the current business environment" (2019, p.88). Thus, by leveraging the principles of Social Influence Theory, companies such as luxury hotels can create a compelling and persuasive educational campaign that motivates their audience to adopt sustainable practices, by highlighting their own efforts. Such a strategy creates and reinforces the social norms around sustainability, which is quite effective: by sharing content that promotes sustainable practices and highlighting the positive actions made by the hotel, they are able to establish sustainability as a main norm within their own community. Moreover, as proved by Eberle and al, the interactive aspect of social media emphasizes the relationship between the company and the consumers, which generally increase the message credibility, the identification of the consumer, thus improving the reputation of the hotel (2013).

Thus, social media platform's ability to connect people and disseminate information makes it an important tool for promoting sustainability and fostering a more environmentally conscious audience, influencing positively the reputation of luxury brands.

[34] Studysmarter, *Social influence*, https://www.studysmarter.co.uk/explanations/psychology/basic-psychology/social-influence/, consulté le 23 mars 2023

CONCLUSION

Just like any other industry, the sector of luxury hospitality has been forever changed by the actual worldwide context. Usually characterized by its commitment to providing unparalleled service and exclusive experiences, the sector has evolved to incorporate more sustainable practices, recognizing the growing importance of environmental responsibility. This evolution is driven by both consumer demand and the need for the industry to adapt to global challenges. Sustainability, which was once a peripheral concern, now appears as a central aspect of business strategy, especially in industries like hospitality where the impact on the environment and local communities is significant. The integration of these sustainable practices into luxury hospitality reflects a broader shift towards more responsible and ethical business models, where the opulence of luxury is balanced with the imperative to protect and preserve.

On the other hand, social media has emerged as a powerful tool in this transformation, providing platforms for hotels to communicate their sustainable efforts and engage with a global audience. Through them, luxury hotels can now showcase their commitment to sustainability, enhance their brand image, and attract a clientele that values both luxury and responsibility. The interplay between these elements—luxury, sustainability, and social media—forms the foundation of a modern hospitality strategy that is both forward-looking and responsive to the changing values of today's consumers. It is now important to examine how such a theoretical exploration applies in reality.

PART TWO : STUDY CASE : FAIRMONT LE MANOIR RICHELIEU

INTRODUCTION

In the first part of this dissertation, we explored the fundamental concepts of luxury hospitality, sustainability, and the role of social media in bridging the two. With this theoretical foundation in place, the second part of this dissertation shifts focus to a practical exploration through a detailed study of Fairmont Le Manoir Richelieu. This luxury hotel, located in the heart of the Charlevoix region in Quebec, serves as an exemplary case for examining how luxury establishments can implement and promote sustainability within their operations while maintaining their high-end appeal.

The research is driven by the following central research question :

How can luxury hotels effectively use social media to promote sustainability in their hospitality services while enhancing brand perception and engaging their target audience, particularly through integrating sustainable practices into events and commercial services?

To address this question, the study focuses on three key hypotheses, which will be tested with a mixed-method approach, combining qualitative interviews with key hotel staff, and a quantitative survey distributed to a broader audience.

CHAPTER I : FAIRMONT LE MANOIR RICHELIEU

1) STUDY CASE : PRESENTATION OF THE HOTEL

a) Accor's jewel : the Fairmont brand

Nowadays, a major part of hotels in the world is the property of groups, generally considered as leaders in the hospitality industry. Among these leaders, the Accor Hotel Group is the largest multinational company in France[35] and one of the largest hotel operators in the world. Founded in 1967 by Paul Dubrule and Gérard Pélisson with the birth of the first Novotel Lille-Lesquin, the Accor Hotel Group aimed to redefine the industry of hospitality, by making it more modern. The vision of such a group was pioneering in the industry, as explained on their website :

> "Our bold and visionary approach reaches far beyond the traditional hotel model, reimagining and continuously transforming hospitality to craft and unlock exceptional experiences for our clients, to give back to the planet and our communities, and drive value for our partners and all stakeholders."[36]

Thus, in addition to their goal of providing unique and memorable experiences to their guests, the group is also committed to innovation, sustainability and guest satisfaction. This concept is also enhanced in their slogan "Live Limitless", which reflects the aim to create limitless opportunities, both for the guests and their employees or partners. I will study later in this chapter the sustainable strategy of the Accor group, but it is still important to highlight their aim to reduce environmental footprint and support local communities.

As an innovative and modern group of the hospitality industry, Accor thus places a strong focus on digital innovation which aims to enhance the guest experience and the efficiency of the teams. The ALL - Accor Live Limitless loyalty program is an important representation of such a digital strategy :

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[35] Ecto Travel Blog, *The History of the Accor Hotels Group,* https://ectotravelblog.wordpress.com/2016/06/22/history-of-the-accor-hotels-group-until-now/, June 2016, consulté le 15 mai 2024.

[36] Accor, *Our History*, https://group.accor.com/en/group/who-we-are/our-history, consulté le 16 mai 2024

> "ALL meets traveler's needs for all budgets and lifestyles - from iconic luxury palaces, full-service resorts to smart economy hotels, as well as coworking spaces, spas, fitness centers, restaurants, bars, nightclubs and more."[37]

Indeed, in addition to offering personalized experiences to its guests, such a loyalty program rewards people for their stay in Accor hotels and offers exclusive benefits to its participants. As people spend money in these hotels and restaurants, they gain rewards points that they will later be able to change into money, to spend for another stay. Such a reward and loyalty program also exists for events planning, thus inviting companies to organize events in such places with the ALL Meeting Planner program.

Nowadays, the group owns more than 5600 hotels in more than 110 countries, which makes Accor one of the main leaders in the hospitality industry. Related to more than 40 hotel brands, such a group has an offer for every guest, depending on the experience they are searching for, and their budget :

- Economy hotels generally offer basic accommodations and essential services at very affordable prices. Accor's most famous brand in this category is Ibis, with its declination of Ibis Budget and Ibis Styles, but it also offers brands such as F1 Hotels or Greet.
- Misdcale hotels provide a balance between affordability and comfort, offering more amenities and services than economy hotels but without the premium features of higher-tier brands. These hotels often target business travelers and families. Accor's brands of midscale hotels are renowned in the entire world, especially Novotel and Mercure, which generally attracts both business and leisure clients.
- Premium brands are expected to deliver a higher level of comfort, amenities, and personalized services. These hotels often feature upscale dining, wellness facilities, and enhanced room options, catering to travelers seeking more than just basic accommodations. Among the Accor's Premium Brands, some such as Pullman and MGallery are very popular for people who can afford such a stay.
- Lifestyle brands are a very different category, as it does not only focus on the price of the stay. Indeed, such hotels focus on creating unique, experience-driven stays that

[37] Accor, ALL - *Accor Live Limitless Loyalty Program*, https://group.accor.com/en/brands/our-loyalty-program/all-accor-live-limitless, consulté le 20 mai 2024.

reflect contemporary trends and the local culture of the place. These hotels often emphasize design, social spaces, and personalized experiences, appealing to travelers looking for more than just a room to stay : they are designed for people who want to experience the local life. The most famous lifestyle brand of Accor in Europe is Mama Shelter, but you may also have heard of Jo&Joe or Delano.

- Finally, luxury brands of hotels represent the highest level of service, comfort, and amenities in the hospitality industry. These hotels offer exceptional experiences, exclusive services, and high-end facilities, targeting affluent travelers seeking indulgence and exclusivity. Among these luxury brands, the most famous ones are Raffles, Sofitel or even Banyan Tree.

Yet, my study case will focus on another luxury brand under the Accor umbrella, as it will study a hotel of prestigious brand Fairmont Hotels & Resorts. Mainly firstly established in the North of America during the 20th century, the brands of Fairmont Hotels & Resorts as we currently know it, is the result of the merge of two brands : The Canadian Pacific Hotels & Resorts, and Fairmont Hotels. The first hotel built upon such a brand and banner is the Fairmont San Francisco, which opened its doors in 1907. Such a luxury brand has a rich history of providing extraordinary services and creating wonderful experiences. The main essence of the brand is based on the pillars of luxury and heritage, as its slogan "Turning Moments into Memories" highlights the commitment to creating a lasting impression for its guests, through exceptional services, and a particular attention to detail. The brand was bought by Accor Hotel Group in 2016.

One of the main particularities of the Fairmont Hotels & Resorts brand is their focus on the location of their establishment. Indeed, they do mention on the brand website their presence in worldwide destinations :

> "The distinctive collection of unrivaled hotels under the Fairmont banner reflects our belief in providing world-class service to guests who appreciate unique locations. Today, when you think of a landmark hotel around the world, chances are it's a Fairmont Hotel [...] Our portfolio of properties features the most celebrated addresses. At the heart of capital cities or ocean-front in the Maldives, we continue to strive to be worthy of our legacy of providing unforgettable experiences to our treasured guests."[38]

[38]Fairmont, *Our History*, https://www.fairmont.com/our-story/, consulté le 12 mai 2024.

Among these pillar destinations, we can find The Savoy, an iconic landmark of London, The Fairmont Banff Springs also named “The Castle in the Rockies” in Canada or The Fairmont Peace Hotel in Shanghaï. Moreover, Fairmont Hotels are famous for their extraordinary buildings : for example, the Fairmont Le Château Frontenac, in the city of Québec, is famous for being the most photographed hotel in the entire world. From the same perspective, as a brand that has existed for more than a century, Fairmont hotels also play an important role in history, as some of the most important part of our current culture and history has happened in these hotels. For example, Le Château Frontenac has welcomed secret meetings between Winston Churchill and Franklin D. Roosevelt in 1943. In the same way, the Fairmont San Francisco has welcomed the signature of the Charter of the United Nations that was signed by 50 countries in 1945. Such hotels are thus landmarks in the entire world, with currently 88 hotels and more than 33 thousand rooms on every continent. These iconic properties have been crucial in the development of their community’s identity.

b) Fairmont Le Manoir Richelieu

In this dissertation, I will focus on the Fairmont hotel in which I am currently in internship. This hotel is named Fairmont Le Manoir Richelieu, and is situated in La Malbaie, in the Québec region, in Canada, just in front of the Saint-Lawrence river. This specific part of Québec is named the Charlevoix region, and was already visited by cruises of European and American tourists during the 19th century. The Canada Steamship Lines and the Richelieu and Ontario company, which were managing such cruises, decided to build a luxury establishment in order to welcome these tourists on the coast of the river. One year after the beginning of its construction, le Manoir Richelieu was inaugurated at the beginning of the summer season 1899, with 250 luxury rooms. As explained by Serge Gauthier, such an establishment was successful right from the beginning :

> “The success of the first Manoir Richelieu is unquestionable. It soon enjoyed an international reputation. Guest activities included golf, tennis, horseback riding, canoeing, sailing, fishing excursions, picnics in the Charlevoix hinterland, carriage rides, swimming and bridge [...] A dream life in the heart of the beautiful Charlevoix countryside !” (1997)

Yet, this first version of the Manoir was short-lived, as it burned almost entirely at the end of the summer season 1928 ; its wood structure did not survive from the fire. Finally, it was rebuilt in just one year, and the Manoir as we currently know it opened for the summer season of 1929. To such an establishment was added the Manoir's Casino in 1930, which became in 1994 the Charlevoix Casino, a property owned by Loto Quebec. The final changes of the building were in 1998, when the Manoir underwent a 140 million dollar transformation, then was bought by Fairmont in 1999.

The current structure of the Fairmont Manoir Richelieu holds 405 rooms, 11 types of bedrooms offering different standards and views on the Saint-Lawrence river. In addition to the golf and the Casino which are an important part of its reputation, the hotel also has 3 restaurants, 3 different bars, 1 spa and 3 pools. Such services make it a particularly luxurious resort, which welcomes tourists from all over the world all year long. The hotel boasts a rich history, combining the charm of its architectural heritage with modern amenities and world-class facilities. It is now considered as a pillar monument of the Charlevoix region, which is a vital part of Quebec's tourism landscape.

Famous for its natural beauty, the region offers a unique mix of mountainous landscapes, forests, and the majestic Saint Lawrence River. It is recognized as a UNESCO World Biosphere Reserve, reflecting its significant ecological value. The area is renowned for outdoor activities such as hiking, skiing, whale watching, and exploring the scenic Charlevoix crater, an ancient meteorite impact site. Moreover, the region is home to numerous art galleries, local craft shops, and festivals that celebrate its vibrant heritage and artistic community. Thus, the combination of a famous natural beauty, rich cultural offerings, and culinary delights makes Charlevoix a very compelling destination for travelers from all around the world. In such a context, Le Manoir Richelieu serves as a gateway, by providing guests with luxurious accommodations and exceptional service while allowing them to immerse themselves in the unique charm of Charlevoix. The hotel's strategic location not only offers some stunning views and a tranquil atmosphere but also provides convenient access to the region's many attractions. By staying at Le Manoir Richelieu, visitors can experience the best of what Charlevoix has to offer, making it a pivotal landmark in Quebec's tourism industry.

Moreover, in the same way as other Fairmont Hotels such as the Château Frontenac, the Manoir Richelieu participated in history : indeed, in 2018, it hosted the 44th G7 Summit,

thus welcoming political personalities from all over the world. This year is a special one for the Manoir, as it celebrates its 125th anniversary.

c) Presentation of the event sector of Le Manoir Richelieu

Indeed, the Fairmont Le Manoir Richelieu is not only a luxurious resort able to welcome leisure travelers from all over the world, who came to discover the Charlevoix region, it is also a premiere destination concerning events and conferences. With its 2 800 square meters of flexible meeting and event space, the hotel's event department is quite renowned in the region of Quebec for its versatility and adaptability. Such an offer makes the Manoir a valued venue for a wide range of events, from corporate meetings, to weddings, conferences and social gatherings. The establishment offers around 20 different and flexible spaces that can accommodate different types of functions, whether it's a large-scale international event or a private celebration. The plan and capacity chart of these spaces is available in the appendixes (Appendix N) of the dissertation, but here is the list of the key event spaces of the Fairmont Le Manoir Richelieu :

- **Richelieu Ballroom :** The Richelieu Ballroom is the biggest space available for meetings and events. It can be separated in three different parts, or joined as an all : in such a context, it can accommodate up to 820 people in banquet style, or around a thousand people in an amphitheater. With its elegant decor and spacious layout, it is perfect for large gatherings such as weddings or gala dinners, as it offers a lot of space for dining, dancing and presentations.

Figure 2 : The Richelieu ballroom

- **Conference rooms :** The Fairmont Le Manoir Richelieu offers up to 10 different spaces that can be used as conference rooms. All these spaces are flexible, and are able to accommodate a various number of people, depending on the atmosphere desired. Some small places are expected to welcome intimate meetings, as others such as the Malbaie room can accommodate up to 600 people for conferences. Whether they are used for business meetings, seminars, workshops or expositions, these rooms provide a professional setting that can be tailored to specific requirements, adapting themselves to every client.

Figure 3 : Malbaie room

- **Private salons :** The establishment also offers to book for their clients private salons. The two biggest ones, the Tea Room and The Murray Room, are iconic venues in the manor, as these spaces were originally private salons. Indeed, the Tea Room was the place intended for women to gather after the meals during the 20th century, as The Murray Room was the smoking room for gentlemen, where these ones could gather and talk business. Nowadays, both of these rooms can accommodate either intimate weddings, family dinner or business meetings. In addition, a few rooms on the first floor either can be booked with bedrooms to create a suite, or can be booked as event space, to gather private boardroom meetings.

Figure 4 : The Tea Room

Figure 5 : The Murray Room

- **<u>Outside venues :</u>** Finally, in addition to its indoor facilities, Le Manoir Richelieu offers stunning outdoor venues that are advantaged by the breathtaking surroundings of the hotel. Whether it is the private Richelieu Gardens or the beautiful terrace just in front of the Saint-Lawrence river, these outdoor spaces provide a picturesque setting for weddings, cocktails, receptions and summer parties. In the same way, some spaces of the golf are available to organize some private events with a plunging view on the river.

Figure 6 : Golf venue with the view on the Saint-Lawrence River

These spaces are all able to welcome a variety of events. Among them, some events are organized by particulars such as intimate weddings, family reunion, but also spectacular marriages with more than three hundred guests. Yet, a majority of the event guests are professionals, organizing conferences, international reunions welcoming colleagues from all around the world, private meetings, golf tournaments, team building activities. The type of professional clients are also very diversified : associations, private companies, political meetings, legal affairs, but also schools. Indeed, during the spring, the Manoir Richelieu is often a place that welcomes numerous school proms, either local school or private ones.

Moreover, as this special year represents the 125th anniversary of the hotel, the Manoir also welcomes particular events for its birth year, such as a big celebration, a picnic, and a disco party. These events, scattered all along the year, are also a way to promote the event department of the hotel.

To complete the variety of the different spaces offered to the clients for events and meetings, the Manoir Richelieu works in close collaboration with the audiovisual company Encore, which is an important partner for many Fairmont hotels. To ensure the success of the events, the event department works closely to provide high-definition visual systems and advanced sound tools. In the same way, an entire team in the kitchen is dedicated to banquets,

and offers a detailed catering service, with a diverse range of menu options to suit any type of event.

The event department of the Fairmont Le Manoir Richelieu is composed of the director of conference services and catering, of three conference services and catering managers and of one coordinator. This team is of course, helped by two banquets *maître d'hôtel*, who assure that the setting and the course of the event follows the organization.

2) THE SUSTAINABLE COMMITMENT OF MANOIR RICHELIEU

a) Accor ethical charter

The Fairmont Le Manoir Richelieu hotel presents itself as a leader in terms of sustainability, as its strategy is very well-developed, as we will see it all along this chapter. Yet, the basis of such a strategy firstly rests upon the hotel group engagement, in this case, the Accor hotels group. Brune Poirson, the Chief Sustainability of the Accor group, explains : "The objective is to put sustainability at the heart of everything we do. We want it to be at the core of everything we do."[39]. Indeed, nowadays, Accor is considered as a sustainability leader in the hospitality industry. Such a commitment is expressed in the Accor Ethics and Corporate Social Responsibility Charter, a document of more than 60 pages which explains in detail the values and beliefs of the company. Sébastien Bazin, Chairman and CEO of the company resume in the first page of such a document :

> "I would like to highlight here just how ambitious and challenging this vision is. Every gesture and every aspect of how we behave impacts, more than ever, on the host communities in which we work. We are responsible for every deal and transaction. The care we take wherever we are in the world to respect the highest ethical principles, the way we assume our social, societal and environmental responsibilities and the force of our commitment in matters of ethics, integrity and legal compliance, and above all, our zero-tolerance of any form of corrupt practice, are core facets to the sustainability of

[39] Hospitality On, *Accor : "The objective is to put sustainability at the heart of everything we do "*, https://hospitality-on.com/en/csr/accor-objective-put-sustainability-heart-everything-we-do, 2022, consulté le 12 juin 2024.

our project. It is crucial that we conduct our expansion in an ethical, balanced and respectful way." (2020, p.4)

Such a document is designed to guide all employees, agents, representatives, and partners of Accor in maintaining high ethical standards and promoting responsible business practices. It emphasizes the importance of integrity, respect, and sustainability in all aspects of the company's operations. Among the main key elements of such a commitment charter, here are the main points to focus on :

- **The working conditions :** as this charter is directed to the employees, colleagues, and partners of the group, the document explains its focus on human rights, the protection of child labor and the promotion of fair working conditions for everyone. The working practices, the safety of the working environment and the respect for employees' rights are at the heart of the ethics of the group. It thus implements strict policies to prevent any form of corruption and ensures compliance with laws and regulations, for its employees but also for its numerous partners.
- **The environmental responsibility :** such a dedication is evident, and represents the diverse strategies for reducing the carbon emissions, managing the waste and the conservation of water. This commitment is crucial, as the hospitality industry often has a significant impact on natural resources and ecosystems. By implementing such responsible practices in their hotels, the efforts not only benefit the environment, but it also enhances the brand's reputation among eco-conscious consumers. From the same perspective, the group also has set ambitious goals for reducing its carbon footprint, aiming for carbon neutrality in the next decades, not only in its operations but also in its supply chain.
- **Community engagement :** another goal of the group is to preserve the local communities in which their hotels are settled, by recognizing the importance of contributing positively to the communities. To do so, its commitment is to support local economies, foster an important social inclusion while enhancing the well-being of local people. In order to improve the quality of life for these communities, Accor focuses on job creation, supporting local businesses, while supporting local associations and education. These efforts not only contribute to sustainable development but also strengthen Accor's relationships with its stakeholders.

By focusing on such values, in addition to respect, integrity and innovation, the company sets a high standard for itself, its partners, but also its competitors. With such a robust guide for the ethics and responsibility of the company, the company highlights its success, but also its benefits for the society and the environment. Such a charter serves as an important tool to foster an impressive culture of ethics and sustainability within hotels from all around the world. Yet, in addition to the obligations and directives settled by Accor, every hotel, including the Fairmont Le Manoir Richelieu, applies its own sustainable strategy with its own means. Indeed, the brand Fairmont and the subject of our study case also has their own strategy concerning sustainability, even though these ones are first based on Accor's directives. As explained during my interview with the Manoir Richelieu's Sustainability Manager, Fairmont was focused on sustainability even before being a part of the Accor group: "Of course, we are lucky to be a part of Accor group, but it is important to know that the Fairmont brand was already committed to sustainability, even before being bought by Accor in 2016. We were pioneers in the industry of hospitality." [40]. The diversified strategy of the Manoir Richelieu can be separated in two distinct parts : the social sustainability, and the environmental one.

b) Integration & Inclusion & Community

Indeed, as mentioned earlier in the presentation of the hotel, The Fairmont Le Manoir Richelieu plays a very important role in the region of Charlevoix, in Quebec. In such a countryside region, such a company, which employs between 400 and 600 people depending on the season, is a big vector for work. Yet, as I am going to explain in this subpart, the importance of the Manoir Richelieu in the region does not only depend on its employee ratio, as it also has a particular role in the community, especially with its associative commitment, as underlined on their website : "At Fairmont Le Manoir Richelieu, our community involvement reflects our desire to build a better future by forging strong links with our community and actively contributing to its development."[41].

Indeed, in addition to be being partners with national associations such as Fondation Mira, which provides guide dogs for people in need, or Quebec Breast Cancer foundation, for

[40]Translation from French by Lola Courneil. Original text :"Et puis, on a la chance de faire partie du groupe Accor, mais il faut savoir que la chaîne Fairmont avant 2016 n'était pas dans le groupe Accor, mais a toujours été engagée dans le développement durable. Il faut savoir que c'est un des pionniers dans ce domaine, dans l'hôtellerie."

[41] Fairmont Le Manoir Richelieu, *Associative Commitment*, https://www.fairmont-manoir-richelieu.com/associative-commitment/, consulté le 14 juillet 2024.

which the Manoir organize the Grand Marché en Rose, a diner cocktail in order to support the association, the hotel also supports many local associations. Among them, the SACC, which corresponds to the Charlevoix Community Assistance Service, helps people from the region with a distribution of clothes or food. As explained on the hotel website :

> "Fairmont Le Manoir Richelieu has been working with them for many years, regularly donating clothing, furniture and food. Fairmont Le Manoir Richelieu also volunteers to support the SACC at their charity events. Groups coming to Fairmont Le Manoir Richelieu can choose to donate food that has not been consumed during their events." [42]

In the same way, the event department of the hotel also sponsors the events organized by the association. For example, on June 8th, the Fairmont Le Manoir Richelieu sponsored a golf spot during the caritative golf tournament of the SACC.

Figure 7 : The Fairmont team at the caritative golf tournament of the SACC

[42] Fairmont Le Manoir Richelieu, *Associative Commitment*, https://www.fairmont-manoir-richelieu.com/associative-commitment/, consulté le 14 juillet 2024.

Another particular association which the hotel supports is the GREMM, also called marine mammal protection organization. Such an association is particularly important in the Charlevoix region, as the Saint Lawrence river is particularly famous in the entire world for being a place where to observe whales during their migration. Since 2005, the hotel has been working with the association to support the protection of whales. To do so, the Manoir has adopted a beluga, called Perle, in June 2005 - the animal thus became the mascot of the hotel, which donates money every year.

Concerning the social sustainability strategy, the Fairmont Le Manoir Richelieu also promotes inclusion for everyone. Such a pillar of the strategy rests upon the RIISE committee, which promotes diversity and inclusion in the workplace for the employees. The hotel website explains that the main committee's goal is to ensure "that every employee feels represented and understood" [43]. To do so, they organize themed days and awareness stands, in order to highlight diverse cultures and identities, in order to encourage and open conversations on social issues such as inclusion and equality. The committee also participates in important events in the region, such as the Pride celebrations. From the same perspective, the hotel also aims to work on inclusion with certifications. In the last few weeks, the hotel has been certified platinum for the Shetravel certification, which is dedicated to facilities safe for women. Moreover, the hotel has a project to highlight its inclusion for disabled people, as explained by the Sustainability Manager : "One of our long-term projects is to develop accessibility, for us, but also for the Charlevoix region. It is important. I want to make the region accessible, by winning certifications which are references for disabled people." [44].

Another main point in the social sustainability strategy of the Manoir focuses on the wellbeing of the employees. As explained in the Accor ethical charter, it is important for hotels "to protect the well-being and quality of life of your employees at work, because doing so is conducive to high quality performance at work" (2020, p.40). Such a directive implies both physical and mental well-being. In order to assure the first one, the hotel has a special committee, which focuses on the security at work. This SST Committee, which can be translated as "Wealth and security at Work" do meet once every two weeks to work on security issues, and guarantee it to all the employees.

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[43] Fairmont Le Manoir Richelieu, *Respect Human Rights*, https://www.fairmont-manoir-richelieu.com/respecting-human-rights/, consulté le 14 juillet 2024.

[44] Translation from French by Lola Courneil. Original text : "L'un des projets qu'on a sur le long terme, c'est de développer l'accessibilité, pour l'hôtel, mais aussi pour la région. C'est ça qui est important. Moi, j'aimerais beaucoup qu'on rende la région Charlevoix accessible pour tous, en gagnant des labels qui ont été développés, des certification en termes d'accessibilité pour les handicaps."

In the same way, a gym is also available for employees at any hour of the day, and the hotel also provides sustainable and eco-responsible pads, in partnership with Iris + Arlo, a brand which focuses on women's health and hygiene.

Concerning mental well-being, the hotel encourages and organize Team Building activities, as explained on the website :

> "Fairmont Le Manoir Richelieu promotes team spirit and cohesion among its employees by regularly organizing events designed to strengthen bonds between colleagues. These activities, ranging from field hockey games to pizza parties to laser tag, are designed to provide moments of relaxation and fun outside the workplace. These initiatives not only foster a sense of belonging and a positive corporate culture, they also enable employees to get to know each other in a different context, encouraging communication and collaboration within teams."[45]

Such events are organized according to current events, as for example Olympic Games: on August 5 th ; the Manor organized its own Olympic Games, opposing different teams with inclusive games. Another way to focus on the mental well-being of the employees is to include them and to make them feel useful. To do so, the Heart to Heart program encourages people to celebrate each other, and to thank each other for any kind of services, with "bravogrammes" which are then collected by the executive committee of the hotel. At the end of every month, the committee organizes a meeting and, according to these bravogrammes, elect a leader of the month, a team of the month, a colleague of the month, and the intern of the month. Each person elected is presented to the other colleagues, and wins a prize. Such an organization allows people to feel recognized and useful, especially in a company which counts between 400 and 600 of employees depending on the season.

c) Environmental sustainability

In addition to all the social sustainable actions settled by the Fairmont Richelieu, the hotel also has a strong sustainable strategy concerning the environment. According to the Sustainability manager of the hotel, this one was a pioneer in such actions :

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[45] Fairmont Le Manoir Richelieu, *Our Colleagues' well-being,* https://www.fairmont-manoir-richelieu.com/our-colleagues-well-being/, consulté le 12 juin 2024.

"We are lucky to be part of the Accor Hotel Group, but it is important to know that the brand Fairmont has always been engaged in sustainability, even before it was bought by Accor in 2016. It was a pioneer brand in this industry."[46]

Such a strategy is settled by the Green Committee, which meets once every two weeks, and in which every employee of the hotel can participate. The aim of such meetings is to discuss the progress made by the hotel considering environmental actions, while providing new ideas. On the website, the strategy of environmental actions is categorized in five different types :

- **Energy saving :** Among the several energy-saving actions which illustrate the commitment to environmental protection, the Fairmont le Manoir Richelieu now uses LED light bulbs, intelligent thermostats which adjust automatically, heat pumps for the pools, which reduce the electricity consumption by 40 percent, and electric charging stations for cars. Moreover, Accor Hotel Groups created the Net Zero Carbon Calculator, allowing the guests to calculate the carbon emissions of their stays and to invest in environmental projects to counterbalance them.

- **The food waste :** The hotel has integrated advanced Orbisk bins, which use technology to weigh and photograph discarded food, allowing the analysis of this data to optimize food orders and recipes, significantly reducing food waste. Additionally, the hotel collaborates with the local Charlevoix Community Assistance Service (SACC), regularly donating food and encouraging event groups to contribute any leftover food to the organization. Finally, the hotel adopts a culinary recycling approach by reusing leftovers from its weekend breakfast buffets to create new recipes throughout the week.

- **Water preservation :**The Manoir Richelieu has implemented a robust water conservation program, featuring low-flow toilets and showerheads, motion sensor taps, and automatic flushing systems in public restrooms, which significantly reduce water consumption. In partnership with Le Labo, the hotel provides eco-friendly in-room hospitality products, including locally-made Rose 31 toiletries in large, waste-reducing bottles, emphasizing their commitment to sustainable development. In order to promote

[46] Translation from French by Lola Courneil. Original text : "On a la chance de faire partie du groupe Accor, mais il faut savoir que la chaîne Fairmont avant 2016 n'était pas dans le groupe Accor, mais a toujours été engagée dans le développement durable. Il faut savoir que c'est un des pionniers dans ce domaine."

sustainability, water fountains have been installed throughout the hotel, encouraging the reuse of bottles and eliminating disposable plastic bottles. The hotel's golf course is exclusively watered with rainwater, showcasing a dedication to the sustainable management of natural resources and minimizing the use of potable water. Additionally, Fairmont Le Manoir Richelieu uses eco-friendly cleaning products from Ecolab, ensuring environmental protection and the health and safety of both guests and staff.

- **Recycling action :** Each spring, the hotel organizes a Clean-Up Day, bringing together staff and guests to maintain the cleanliness and environmental harmony of the property. The hotel also implements a comprehensive waste sorting system, rigorously separating recyclables, composting organic waste, and safely managing hazardous materials. Additionally, Fairmont Le Manoir Richelieu has partnered with Nespresso for a specialized recycling program for coffee capsules. Used capsules are collected, and a meticulous recycling process separates the coffee grounds from the aluminum. The aluminum is infinitely recyclable and reintroduced into the production chain, while the coffee grounds are composted, serving as an organic soil improver.

- **Focus on nature :** Such a focus on nature is mainly expressed through the committee's interest in bees. Indeed, as bees are a threatened species, the Manoir's main action was to collaborate with the partner beekeeper Hydromel Charlevoix, to settle beehives in different places in the Manoir. Such an action raises awareness of biodiversity thanks to a trail dedicated to beehives. The honey collected is then sold to the guests.

These five main pillars of action in the strategy of environmental sustainability of the Manoir Richelieu highlight the commitment and dedication of the hotel to sustainable practices. Such actions are then rewarded by many certifications.

If some certifications won by the Manoir are directly related to the building and its installations, such as for example the Leed certification, which proves that the building is maintained to the highest standard of sustainability, or even the Audubon Golf certification, which concerns the golf, others are related to key aspects of hospitality. For example, some are directly related to the restaurants, such as Fourchette Bleue, which encourages hotels and restaurants to put on their menu species of the Saint Lawrence River, or even Aliments du

Québec, which identify 85 percent of ingredients used are from the Quebec region. Yet, the main pride of the Manoir Richelieu concerning the certifications, would be, with no hesitation, both of the Green Key certifications :

> "We got the fifth Green Key, whether it was the meeting one or the global one. We were the first hotel in the Quebec region to obtain this new global certification. When we announced it on our social media, like Linkedin for example, we got a lot of positive feedback and congratulations. On the event side for example, companies contacted us to congratulate us [...] It also inspired our colleagues from other hotels, such as the Fairmont Queen Elizabeth in Montreal. Today, we are only four hotels in the Quebec region with all five Green Keys."[47]

Indeed, if Fairmont Le Manoir Richelieu has been working with Green Key for twenty years, it was in February that it obtained these new certifications, proving all the actions put in place in every aspect of the hotel for a more sustainable activity. As we will see later in this dissertation, the promotion of the acquisition of the five Green Keys was particularly popular on social media.

3) THE MARKETING STRATEGY OF THE MANOIR RICHELIEU

The marketing strategy of the Fairmont Le Manoir Richelieu is designed to reach a very broad audience through various channels, in order to ensure that the experiences proposed by the hotel are effectively communicated to potential guests. The strategy is multifaceted, as it blends traditional and digital actions. Concerning traditional marketing, the hotel generally uses public press to maintain its reputation, and reach a diverse audience.

Indeed, if, for years now, the hotel has worked in tight collaboration with the local press called "Le Charlevoisien", which narrates the actualities and the news of the region, it also welcomes journalists from the entire country, and especially from the entire Quebec

[47] Translation from French by Lola Courneil. Original text : Quand on a eu la cinquième Green Key, que ce soit réunion la globale par exemple, ça a tout changé. On a été le premier hôtel au Québec à obtenir la nouvelle certification clé verte globale [...] Quand ça a été diffusé sur nos réseaux comme Linkedin, on a eu beaucoup de retours. Au niveau événementiel, par exemple, des entreprises ont contacté l'équipe pour nous dire "Wow, félicitations !" [...] Puis, même ça a aussi inspiré nos confrères. Le Fairmont Reine Elisabeth, à Montréal,ils auraient bien aimé être les premiers, donc ça les a inspiré. Tu vois, quatre mois plus tard, on est quatre hôtels au Québec à avoir les cinq Green Key."

region, in order to promote various aspects of its services : restaurants, amenities, rooms… From the same perspective, the hotel also uses influencer marketing : indeed, to leverage the power of social media influencers is, nowadays, a crucial aspect of hotels marketing strategy. To do so, they collaborate with influencers who share their experience at the hotel through stories, posts, and videos, thus reaching their followers. In return, the hotel can offer their entire stay or a diner at the restaurant for example, thus creating sponsored content. Yet, the choice of these influencers is important, as their audience has to be similar to the hotel's, in order to be effective and attract people. To do so, they mainly focus on North American influencers, and choose the aspect they want to promote depending on the content of the influencers. For example, for the White Pic-Nique of the 125th anniversary of the hotel, the marketing invited an influencer from the Quebec region, whose content is focused on family activities and aesthetic pictures. Such a promotion thus corresponded to both of the audiences.

Figure 8 : Example of partnership between the Fairmont Le Manoir Richelieu and an influencer for the 125th White Picnic

Another example would be the promotion of the Pet friendly aspect of the Manoir, as it welcomed a dog influencer with the entire owner family. The influencers thus promoted how the hotel could welcome animals, and all the amenities that went with it.

Figure 9 : Example of partnership between the Fairmont Le Manoir Richelieu and a pet influencer.

Another main aspect of the hotel's marketing strategy would be the website and the micro-website. The first one serves as a central hub for all the information related to the hotel, such as the online booking system, but also high quality visuals that capture the atmosphere of the hotel and its region. By showcasing every aspect of the hotel, from the activities to the restaurants, or even events, the main website highlights the hotel's unique offerings. In addition to this website, the Manoir Richelieu utilizes a micro-website to target specific markets, and focus on more subjects than the promotion of the hotel. For example, we can find their Sustainability initiatives page, which summarizes their entire sustainable strategy, or the Press room page, to list the articles in which the hotel is mentioned, and how to contact the hotel for interviews. As explained by the marketing team in one of the interview made for this dissertation, this micro-site allows the team to be more free on the matters mentioned than on the classic website : "We have four versions of the website : our website for the public, which is more related to the brand, and our micro website, where we have more freedom. Both of them in French and in English." [48].

[48] Translation from French by Lola Courneil. Original text : " On a 4 versions de nos sites : notre site pour le public, qui est plus brandé, et notre micro-site, ou on a plus de libertés. Le tout en Français, et en Anglais"

Yet, despite these aspects of the marketing strategy of the hotel, one of the major pillars is a dynamic use and presence of three important social media, to promote the brand values while fostering a strong connection with the audience.

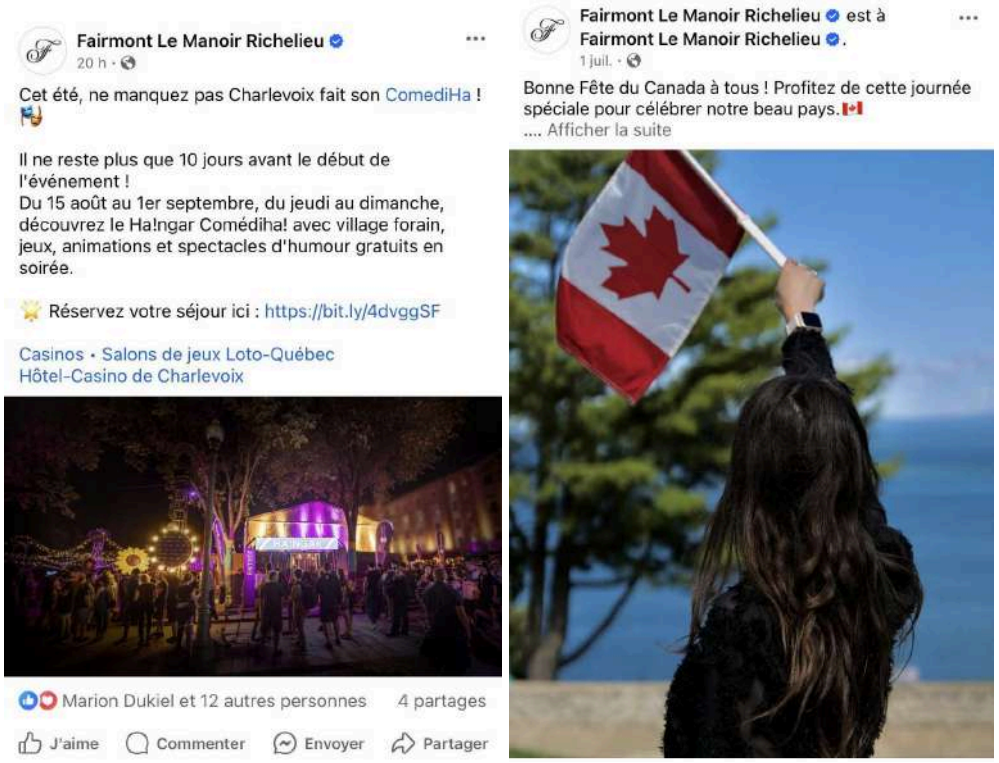
a) Facebook

Despite its lower popularity towards young generations, Facebook remains one of the most widely used social media platforms in the entire world, thus making it an essential tool for reaching a broad audience. It is used in most companies' digital marketing strategy, as it serves as a hybrid platform on which you can share a mix of visual, informational and interactive content. The Fairmont Le Manoir Richelieu is not an exception to this rule.

The page of the hotel is quite popular, as it is liked by 51 thousand people, and has 52 thousand followers. The marketing team of the hotel generally post pictures and information every two or three days, around thrice a week. As Facebook allows reviews on pages of the establishment, such a profile highlights positive reviews among the 6 200 received since the creation of the page in October 2009. The reviews indicate that 78 percent of people recommend this place to other Facebook users. Such user-generated content serves as authentic endorsements of the hotel’s services, as these testimonials from guests help to build some credibility.

For Fairmont Le Manoir Richelieu, such a platform is quite versatile as it allows sharing both aesthetic and visually appealing content, and information about the hotel. Indeed, the hotel shares both high quality photos and videos showcasing the hotel’s rooms and surroundings, and regular updates on special events or promotions. Thus, the posts on such a platform are more diversified, going from national events, to the activities for the employees, to local events, as shown in the next pictures.

Figure 10 : Example of Facebook posts in the Marketing Strategy of Fairmont Le Manoir Richelieu



b) Instagram

On the contrary to Facebook, Instagram is a platform that focuses on visual content only. Whether it is with posts, stories, highlight stories or reel videos, the aesthetic of the visual shared on Instagram is always an important matter when it comes to the audience, especially when it comes to a marketing strategy.

Concerning the Manoir's profile, the Instagram account offers a glimpse into the luxurious and picturesque environment of the hotel to the followers. The account was created in 2013 and counts more than 400 publications, which showcase the numerous activities around the hotel, but also visual appealing dishes of the restaurants, or particular events. The profile has more than 19 thousand followers, as the Saint-Lauren restaurant profile (the gourmet restaurant of the hotel) has around one thousand followers. In the same way as on Facebook, the marketing team makes a publication once every two or three days, so around twice or thrice a week. Such a rhythm is essential to captivate the audience. As explained by

the marketing team during the interviews, most of the posts we can find on Facebook can be found on the Instagram profile as well :

> "We should not post the same thing on Facebok and Instagram for example. If we really want to push things, the post we make on Instagram should only be adapted for this feed. The same rule goes for Facebook. You see, for example, we promoted a Kayak activity. The format of the picture, it doesn't correspond to Instagram, it's not eye-catching. Studies have shown that people look more at a quare format picture. But obviously, it saves time […] We're understaffed in our team." [49]

Indeed, each platform has its own preferred content formats and features. By posting different formats on each platform, you leverage it and thus, you maximize engagement and reach. The same post cannot have the same popularity depending on the platform, because of its format. In the same way, the audience and target also plays an important role, as different platforms attract different demographics. In the particular case of Instagram, the audience is quite young, and will not be sensitive to the same type of content as on Facebook, as we will see it later in the dissertation.

Concerning the Instagram profile of the Manoir, the marketing team uses professional pictures to post high-quality content in all of their posts, which promotes, like Facebook, the surroundings of the hotel, the restaurants and the activities.

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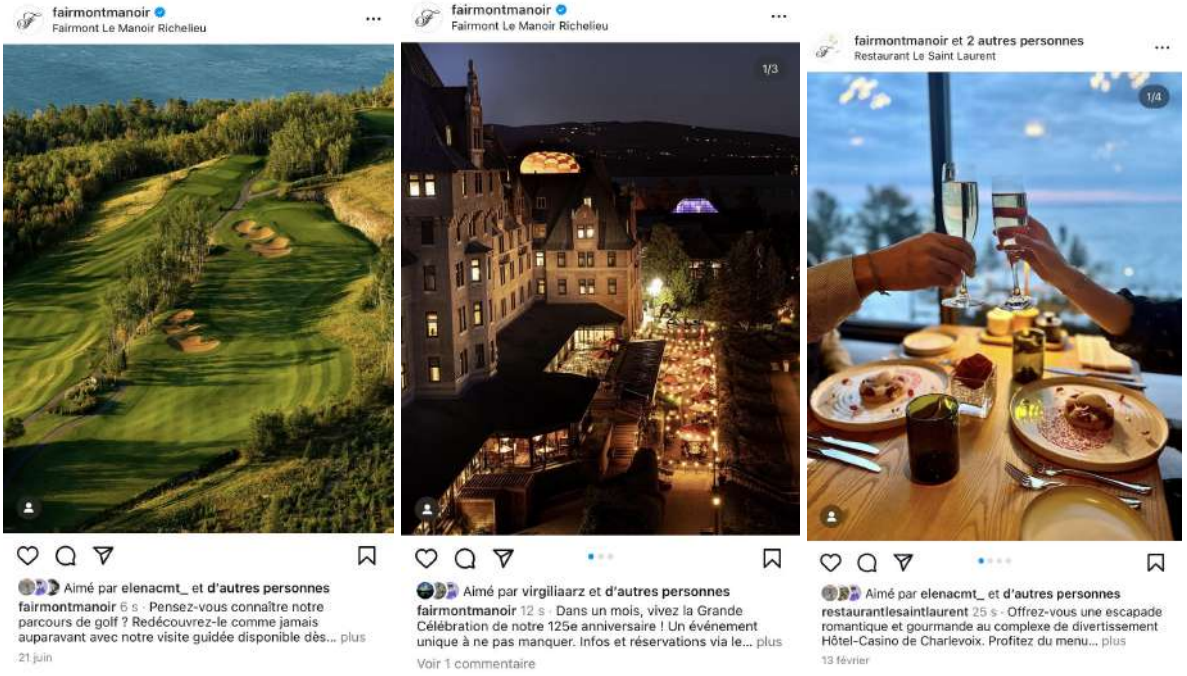
[49] Translated from French by Lola Courneil. Original text : *"On ne devrait pas poster la même chose sur Facebook et sur Instagram par exemple. Si on veut vraiment pousser les choses à fond, il faudrait que le post qu'on a fait sur Instagram soit adapté seulement à ce genre de feed. Pareil pour celui sur Facebook. Tu vois, par exemple, on a fait la promotion d'une activité de Kayak. Le format de la photo, ça ne correspond pas à Instagram. Ça n'attire pas l'œil. Il y a des études qui ont prouvé que les gens regardent plus le format carré. Mais forcément, ça faitgagner du temps […] On est en sous-effectif dans notre équipe."*

Figures 11 : Examples of Instagram posts in the Marketing Strategy of the Fairmont le Manoir Richelieu



If, unlike Facebook, the platform does not share reviews of the Manoir, it allows another type of user-generated content, as guests are encouraged to share their experiences with hashtags, stories, and posts. Stories with quality content are even reposted by the hotel, and then shared in Highlight stories. These highlight stories are categorized depending on the theme : activities around the hotel (golf, spa, partners), food and beverages, architecture (surroundings of the hotel, rooms), the pet friendly aspect, the events organized in the hotel, and sustainable actions. Yet, the most popular type of content shared on Instagram are Reels, short and engaging videos.

These are designed to be fun and entertaining, offering a dynamic way for users – or companies, to express creativity while connecting with the audience. Thanks to its short format, Reels align with current trends in social media consumption, as nowadays, users prefer quick and engaging content that can be “consumed” on the go. Moreover, Instagram’s algorithm gives Reels a prominent placement on the Explore page, increasing their visibility. This prioritization helps creators reach new audiences and gain followers. The marketing team of the Fairmont Le Manoir Richelieu has noticed such a popularity, as explained in the interview with the intern in marketing L. : “Reels are always a good idea on Instagram [...] Those who work the best are the one presenting the hotel, the restaurants, etc… Those are

doing the bigger numbers." [50]. Considering such a popularity, their Reels content has particularly increased these last few months, with approximately one every two weeks, as they collect between 4 thousand and 10 thousand views.

c) Linkedin

The last main platform used by the Fairmont le Manoir Richelieu is Linkedin, a professional networking social media which generally concerns B2B marketing and corporate partnerships. Such a platform is generally designed to showcase a company's achievement, with corporate announcements and event highlights, or to discuss industry leadership, with articles and insight on different industries. It offers numerous benefits for companies, such as enhancing their brand presence, whether it is as a company or as an employer.

Concerning the company's page of Fairmont Le Manoir Richelieu, which is affiliated to the brands page Fairmont Hotels & Resort, it counts 5 thousands followers, and around 153 employees related to the page. Following the same rhythm used for other platforms such as Facebook and Instagram, the marketing team post on Linkedin approximately twice a week, yet, the type of content is quite different, as explained by L. of the marketing team during the interview : "On Linkedin, we're going to share more info that concerns Human Resources, by sharing initiatives that are put in place by HR. We're also going to talk a lot more about sustainable development, like certifications for example." [51].

Thus, as this platform is dedicated to professional matters, Human resources content can be shared easily ; it is encouraged by the platform. Indeed, companies can post job openings and reach a vast pool of qualified candidates. By showcasing company culture, employee experiences, and workplace achievements, businesses can attract people. Potential employees often research companies on LinkedIn before applying, making it essential for businesses to maintain a positive presence. In addition to post job offers, the hotel can also post about new arrivals for important jobs such as the general manager and the executive chief for example :

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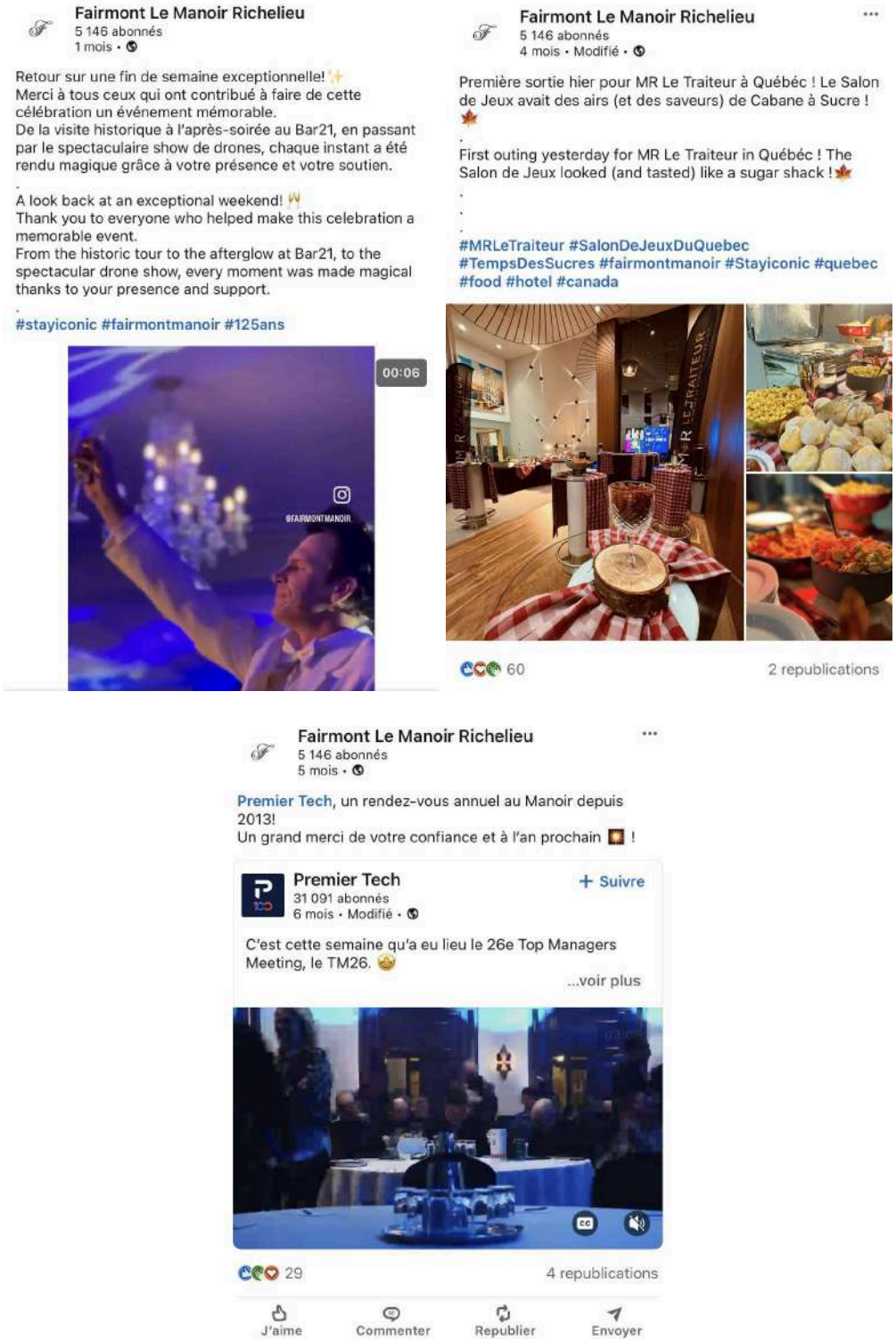
[50] Translated from French by Lola Courneil. Original text : *"Les Réels, ça marche toujours [...] Ceux qui marchent le mieux, c'est ceux basé sur l'hôtel, le restaurant, etc… C'est ceux qui font le plus de chiffre."*
[51]Translated from French by Lola Courneil. Original text : *"Sur Linkedin, on va plus partager des infos qui concernent les Ressources Humaines, en partageant des initiatives qui sont mise en place par les RH. On va aussi beaucoup plus parler du développement durable, comme des certifications par exemple."*

Figure 12 : Example of LinkedIn post from the Marketing strategy of the Fairmont Le Manoir Richelieu

In the same way, Linkedin is also an important platform for the promotion of events, especially in the hospitality industry. For venues such as Fairmont Le Manoir Richelieu, which welcomes and caters corporate and professional events all year long, Linkedin allows the hotel to reach an important target of corporate clients, event planners, or professionals from various industries. It is thus used by the marketing team to provide Business to Business engagement, by showcasing the facilities and services of the venues. Such a promotion can be done by sharing content on events organized for the Manoir's itself, such as the 125th anniversary of the hotel, but also for events organized for other companies :

Figures 12 : Examples of Lindekin event post from the Marketing Strategy of the Fairmont Le Manoir Richelieu



For example, the last picture showcases a post shared by the Manoir Linkedin account, but originally posted by the company Premier Tech. Each year, the company organizes an annual

congress with diners, parties, and ceremonies in the Manoir Richelieu, reuniting its employees from all North America.

Yet, as we will see in the next chapter of this dissertation, Linkedin also plays a very important role in the promotion of sustainability, and is essential to the digital marketing strategy of the hotel for it.

CHAPTER II : METHODOLOGY OF RESEARCH

1) PRESENTATION OF THE RESEARCH

a) Change of research topic between the first and second dissertation

During the interval between my first year's dissertation and the current one, its main subject particularly evolved. Initially, my work focused on influencer marketing, specifically targeting travel influencers and examining how they could effectively promote sustainable tourism on social media platforms. This topic allowed me to develop a deep understanding of sustainability within the tourism industry, as well as the strategies and techniques used to promote these ideals on digital platforms. All the readings and the research made during my first year of Master's were thus still very useful in the writing of this year's dissertation, as it laid a strong foundation for my current dissertation. Indeed, the themes of sustainability, social media, and the promotion of these topics on various platforms remain central to my current study.

This evolution in focus was also heavily influenced by the internships I completed. My first internship, where I served as the assistant to the front office manager at a four-star hotel in Toulouse, provided me with a comprehensive view of the hospitality industry. The front office's role as the hub of communication between various departments gave me a broad understanding of hotel operations. This experience also sparked my interest in the event management aspect of hotels, particularly in exploring how events could be organized with sustainability in mind. The operational challenges and opportunities I observed led me to consider the potential for promoting sustainable options within the events sector of hospitality. Yet, it is my choice of internship in a Fairmont hotel in Canada which influenced my subject. Working in a luxury hotel environment, I was confronted with the common perception that luxury hospitality is synonymous with excess, environmental degradation, and indulgent, wasteful practices. This stereotype starkly contrasts with the principles of sustainability, which prioritize resource conservation, minimal environmental impact, and social responsibility. The dissonance between these two concepts intrigued me and became the central focus of my dissertation. I aimed to explore how a luxury hotel like Fairmont Le Manoir Richelieu can integrate sustainable practices without compromising its brand image of luxury and exclusivity.

Additionally, I recognized that the growing trend among consumers to prioritize sustainability in their travel choices could present both a challenge and an opportunity for luxury hotels. The increasing demand for environmentally responsible accommodations suggests that luxury hotels can no longer afford to ignore sustainability if they wish to remain competitive. My study seeks to understand how these sustainable initiatives are perceived by the hotel's target audience, particularly in relation to their expectations of luxury and comfort. Through this research, I hope to uncover whether sustainable practices can enhance, rather than detract from, the luxury experience, thereby reinforcing the hotel's brand image and appeal in a market increasingly concerned with environmental and social issues.

b) First Questions and Problematic

The shift in focus for my dissertation has naturally led to the development of a series of new, probing questions related to the promotion of sustainability on social media within the luxury hospitality industry. These questions are designed to explore the intersection of luxury, sustainability, and digital communication, aiming to understand how these elements can be harmonized to enhance brand perception and customer engagement.

Initially, I began by questioning how social media platforms can be leveraged by luxury hotels to effectively communicate and promote sustainability within their hospitality services. This line of inquiry addresses the broader question of what strategies are most successful in conveying a hotel's commitment to environmental responsibility without compromising the luxury experience. What types of sustainability-related content generate the highest levels of engagement on these platforms, and how do these interactions shape clients' perceptions of luxury brands ?

Such questions were completed by my current internship, as a professional experience in the events and commercial service department of a luxury hotel opened up a new dimension of inquiry. This type of services in luxury hospitality represent a unique intersection where client expectations for opulence and exclusivity meet the growing demand for sustainable practices. Such a setting provides an ideal opportunity to examine how sustainability can be integrated into luxury events and commercial services. Another critical question then emerges: how can sustainability be effectively communicated and promoted through social media within the context of luxury events? Furthermore, what impact does this

have on the hotel's appeal to professional clients who are increasingly concerned with sustainability?

These exploratory questions naturally lead to the core research problem of this dissertation:

How can luxury hotels effectively use social media to promote sustainability in their hospitality, while enhancing brand perception and engaging their target audience, particularly through the integration of sustainable practices into events and commercial services?

This research problem thus aims to explore the strategic role of social media in promoting sustainability within the luxury hospitality sector. It seeks to understand how sustainable practices can be incorporated into a luxury hotel's operations, particularly in the world of events and commercial services, and how these practices can be communicated to both existing and potential clients in a way that enhances the brand's image.

c) Hypotheses

To address the research problem outlined in the previous section, I have formulated a series of three hypotheses that will guide my investigation. These hypotheses are designed to explore the potential outcomes of luxury hotels integrating and promoting sustainable practices, particularly in their event and commercial services, through social media platforms. The objective of this research is to validate or refute these hypotheses based on the data collected and analyzed, thereby contributing to a deeper understanding of the relationship between sustainability, luxury hospitality, and digital communication.

<u>Hypothesis 1 :</u> Luxury hotels have to adapt their sustainability content to the different social media platforms, to ensure that the message resonates with the particular characteristics of each platform and its tailored audience.

Indeed, in today's specific digital landscape where social media are an integral part of our everyday's life, each platform has evolved to attract and to serve a specific audience segment, with specific demographics, and unique behaviors and content consumption preferences. As we will see in the next part of this dissertation, platforms based on visual content such as

Instagram or TikTok will tend to attract a younger audience that favors appealing content, as LinkedIn will be more frequented by professionals looking for business-oriented content. From such a perspective, luxury hotels have to adapt the content they share on each platform. They cannot adopt a one-size-fits-all approach to sharing content, especially when it comes to sustainability initiatives. This hypothesis suggests that they should craft their messages, to align to the expectations and habits of each platforms' users, and that, by understanding and leveraging the distinct characteristics of each platform, these hotels could more effectively reach and engage their target audience. Such a strategy would then ensure that their sustainability efforts are communicated in a way that resonates with and influences these diverse audiences.

<u>Hypothesis 2 :</u> Implementing and promoting sustainable strategies positively impacts luxury hotels by enhancing their market positioning, thus increasing guest satisfaction and their reputation.

As explained in the first part of this dissertation, for a long time, both the concept of luxury and sustainability have been considered incompatible. As luxury meant opulence, waste, and comfort, sustainability used to rhyme with less, natural, and not qualitative. Yet, this hypothesis suggests that, nowadays, such a way to think is rarer than ever, especially in a world where more and more companies develop important sustainable strategies. Nowadays, sustainable practices in the luxury hospitality sector are increasingly seen as a strategic advantage that can significantly enhance a hotel's overall performance. Thus, when luxury adopts and effectively implements and promotes sustainable strategies, they do more than just contribute to environmental preservation, they also improve their market positioning. Indeed, as consumers are more environmentally conscious and increasingly looking to align their spending with their values, hotels can attract a growing segment of travelers with eco-conscious values. Overall, this hypothesis suggests that luxury hotels that invest in sustainable strategies not only contribute to global environmental goals but also benefit from improved guest loyalty and enhanced brand reputation. These positive impacts reinforce the

idea that sustainability and luxury are not mutually exclusive but can complement each other to create a more compelling and competitive market offering.

<u>Hypothesis 3</u> : The success of implementing sustainable practices in an event depends both on the hotel and the clients values. Corporate or private clients wishing to organize an event will choose the venue if this one aligns with their values.

Indeed, in the context of luxury hospitality, the event department plays a crucial role in showcasing a hotel's commitment to sustainability. However, the implementation of sustainable practices within this department is not only dictated by the hotel's internal policies or values. Instead, it is heavily influenced by the preferences and priorities of the clients who book events at the hotel. In the same way, a client wishing to organize a sustainable event will be limited by the practices of the venue if he does not choose wisely. This hypothesis thus suggests that while luxury hotels can make significant strides in offering sustainable options—such as eco-friendly decor, zero-waste catering, or energy-efficient lighting—these efforts are most impactful when they are aligned with the client's desires. Such a fact is also true on the contrary situation. Clients who prioritize sustainability are more likely to opt for these environmentally conscious choices when planning their events. As a result, the success and visibility of the hotel's sustainable practices are closely tied to how much clients value and request these options. This hypothesis emphasizes the need for luxury hotels to not only offer sustainable practices but also to actively engage with clients to understand their values and preferences. By aligning their offerings with client demands, hotels can ensure that their sustainability efforts in the event department are both effective and appreciated, ultimately leading to greater client satisfaction and a stronger overall commitment to sustainability within the hospitality sector.

2) QUANTITATIVE STUDY

a) Definition of qualitative study

In the world of academic research, two major ways to study in depth a particular subject exist. The first one is called qualitative studies, and aims to gain a very deep understanding of social phenomena. Indeed, it seeks to understand individuals' perceptions, opinions and experiences. It generally involves interviewing a quite small number of people, thus collecting non-numerical data, yet, exploring in depth a matter. It thus focuses on the richness of the small amount of information collected, rather than the statistical representativeness of a larger sample. As I explained in my first year's dissertation :

> "Qualitative studies are particularly useful when the research question is exploratory in nature and seeks to understand a phenomenon in a detailed and nuanced way, and enables researchers to develop insights, theories, or models that can inform practice, policy, or further research." (2023, p.72)

It thus generally focuses on behaviors, opinions and feelings, providing insights of a particular context. Such a type of exercise is particularly rewarding for a researcher, as it allows the understanding of a subject, while discussing it with professionals of such a matter.

Depending on the type of interview, the interviewer thus must be able to adapt his questions to the answers, by reformulating, questions, adding ideas or new questions. Yet, such a flexibility depends on the method used :

- **Structured interviews :** In such a type of interview, the interviewer follows a predetermined set of questions, only adheres to the script with little or no deviation. Such a technique ensures the fact that each participant answers the exact same questions in the exact same way. It is then easier to compare the answers of the different participants, yet, the lack of flexibility may overlook valuable insight that could emerge from a more open discussion.

- **Semi-structured interviews :** These interviews use a guide with major questions or topics, but still allows more flexibility in the way the conversation might go. In order to explore some topics in detail, the interviewer might ask follow-up questions or ask the

participant to go deeper in his answer. Yet, such a discussion can be harder to analyze and to collect data. It can also be influenced by the interviewer bias.

- **Unstructured interviews :** They are the most open-ended form of interviews, as there is no predetermined set of questions, just going on from topics to other topics, as the participant leads the conversation. In a way, such a type of research allows the participant to express himself fully, and provide more natural interaction, yet, it is harder to compare each interview.

Thus, the choice of the method for the interview then determines the type of answers, and the analysis that will follow. It is important to take into consideration that such research is subjective, and will totally depend on the perspective of the interviewers, who will analyze the data collection and interpret it in his own way. In the same way, the data collected in the interviews are subjective, as they only concern one's opinion: it cannot be accepted as a universal truth. Qualitative research also comes with a limited generalizability, due to the small sample size ; yet, if the definition of the sample is relevant, it should not impact the quality of the data collected.

b) Defining the sample

Indeed, the choice of the person one should interview is important in the context of an exploratory interview, as it aims to develop and deepen one's knowledge concerning a particular topic. The sample must be carefully defined and chosen to reflect the diversity and complexity of the phenomenon being studied. Moreover, interviews are based on personal narratives : whether it concerns a simple opinion or a professional advice, qualitative research helps to capture valuable insight by actively involving the participant. Depending on the subject and the researcher, the participants can either be professionals and researchers specialized in the main topic, or people that can give their opinion and their testimony because of their job or responsibility.

The sampling strategy used in this study is known as purposeful sampling. This approach involves selecting participants who are more likely to provide relevant and valuable information related to the research objectives. In the frame of this dissertation it was thus essential for me to discuss with people specialized in the topics of study, especially

professionals in these three fields : events in luxury hospitality, sustainable development, and digital marketing strategy. More than deepening my knowledge, the aim of these interviews were to improve, influence or modify my problematic and my hypotheses.

As my study case focuses on the hotel in which I am currently doing my internship, the Fairmont Le Manoir Richelieu, I decided to only organize interviews with employees of the hotel. The following selected participants were chosen because they represent different facets of the operations that are critical in order to understand the implementation and promotion of sustainable actions in luxury hospitality, especially in the organization of events. By interviewing individuals from distinct but interconnected areas of the hotel's operations, the study aims to capture a holistic and complete view of the strategies employed, and the challenges faced with the particular case of the Manoir Richelieu. Here is a short presentation of the four professionals interviewed in the frame of this dissertation, and the aim of such interviews :

- **Sustainability manager :** To interview the sustainability manager of the hotel was an evidence, as this person plays a key role in designing, implementing, and overseeing the hotel's sustainability initiatives. The main mission of such a manager is to ensure that the hotel adheres to environmental regulations, following Accor Hotel Group plans, thus reducing the establishment carbon footprint while promoting sustainable practices both internally and externally. Such an interview was essential in order to gain insights into the hotel's sustainable strategy and its different commitment ; the specific initiatives settled, but also the challenges which come with implementing these practices in a luxury hospitality context.

- **Catering Service Manager :** The CSM, also considered as the event managers, play a crucial role in the operations of the Manoir Richelieu, as they organize and manage all the events at the hotel. Such a role generally involves coordinating with both the hotel's teams and the clients, planning and executing events, in addition to ensuring that all the logistical details are handled. As I worked with their team during the six months of my internship, I already had a global vision of such work and the operational challenges that come with it. Yet, getting the personal perspective of one of them was crucial, in order for me to understand how sustainability was really integrated in the execution of events, and how to balance between sustainable strategies and clients' expectations.

- **Marketing manager & marketing intern :** the final interviews were conducted with the two memes of the marketing team : the manager, and the intern. Both of them are responsible for promoting the hotel, its brands and its values while engaging with current and potential guests through the various channels I mentioned earlier. As the Marketing manager has a global vision of the hotel's strategy concerning communication and sales, the intern was more specialized on social media, a critical component of the digital marketing strategy. To interview both of them provided me with the perspective of how the hotel can leverage digital platforms to influence the audience, particularly in promoting its sustainable actions. Moreover, both of them are members of the Green Committee of the hotel, which is in charge of offering new sustainable actions and to settle them in the operations of the Manoir Richelieu.

By establishing such a sample, which, even though is small, is quite complete concerning the different topics broached in my dissertation, each participant contributes unique insights that, when combined, provide a detailed picture of how the hotel integrates sustainability into its core operations, from event management to marketing. Here is a recapitulating chart of the sample interviewed in the frame of this dissertation :

Table 1 : Typology of people interviewed

Date of the interview	Role in the hotel	Nationality	Sex	Age	Duration of the interview
22/07/24	Sustainability manager	French	F	29	1 hours and 14 minutes
12/07/24	Catering Service Manager	Canadian	M	35	43 minutes
23/07/24	Marketing Manager	French	F	30	56 minutes
29/07/24	Marketing Intern	French	F	23	48 minutes

Of course, it is important to know that, because of the small sample size, the findings may not be completely generalizable to all luxury hotels, as they correspond to the version and the

perspective of an only hotel. Yet, despite the limitations of a small sample size, the depth and relevance of the insights provided by these professionals make a significant contribution to the research objectives, offering a detailed exploration of how luxury hotels can successfully integrate and promote sustainability.

c) Creation of the interview guides

Just as for my first year's dissertation, I choose to focus my qualitative study on semi-structured interview guides. As already mentioned before, such a method consists of following a specific guide which generally focuses on the main themes of the dissertation, while giving the opportunity to the participants to develop their opinions in the way they want. Semi-structured interviews require the interviewer to thoroughly prepare the interview guides, which serve as a crucial map to ensure the conversation follows a certain direction.

In this study, three distinct semi-structured interview guides were developed—one for the marketing team, one for the Sustainability Manager, and one for the Catering Service Manager. Such a strategy allowed me to tailor the interview specifically for the participant I was going to interview, and, even though some questions might be similar, or exactly the same, each interview was then personalized.

These guides consist of the main themes to be discussed, the questions to be asked, and prompts to be used in case of misunderstandings or if the conversation veers off course. These elements were carefully determined through personal reflections during the contextualization of the first part of this thesis, as well as during the explanation of the application field, which highlighted certain key issues. The interview guides were thus built around the reading and research resumed in the first part of this dissertation, while taking the perspective of my problematic and my hypothesis.

Despite the different content of each semi-structure guide, they all followed the same framework. I decided to always begin with an introduction, which briefly presented the main subject of my dissertation, the major themes, the problematic and the study case I was focusing on - which was quite evident, as I was directly interviewing employees of the Fairmont Le Manoir Richelieu. After asking the participant to present himself/herself, his/her role in the hotel, and his/her missions on a daily basis, I started to focus on the main theme related to their role : sustainable practices for the sustainability manager, social media for the marketing team, and sustainable events for the catering service manager. Then, the interview

was naturally following up to the other main topics, enabling the collection of information directly related to the problematic. The main recurrent themes in all the guides were : the challenges of sustainable practices in luxury hospitality and luxury events, the promotion of sustainable practices. Finally, each interview guide concludes with a final question that summarizes the key points discussed, followed by a note of thanks.

The four interviews were settled during the month of July, within only two weeks, during private meetings. All of them lasted between forty and eighty minutes. In order to analyze these interviews, the answers were categorized depending on their theme in charts that are available in the appendixes.

3) QUANTITATIVE STUDY

a) Definition of quantitative studies

In order to do a complete set of research for my dissertation, I decided to complete my qualitative study with a quantitative one, which is the second major method of research. As I explained in my first year's dissertation, "the aim of a quantitative study is to gather numerical data and use statistical methods to analyze it, in order to identify patterns, relationships or differences in a particular population or phenomenon." (2023, p.72). The results are representative and generalizable by surveying a large number of individuals based on a target population. Such a systematic investigation is used in social sciences to test hypotheses and make predictions. On the contrary of qualitative research, which explores in depth a particular topic thanks to the testimony of participants who give their opinions and experiences with an interview, quantitative studies seek to provide a larger understanding through numerical data. Thus, unlike qualitative studies, quantitative ones involve a larger sample size, which then increases the generalization of the results.

In the framework of this dissertation, a quantitative study in addition to the qualitative one appeared as essential, in order to complete it. Indeed, creating a survey and sharing it to a precise type of population should allow me to understand the behavior around sustainable practices in luxury hospitality, and how its promotion is received on social media. Analyzing the results of the numerical data collected would then help me answer and interpret my hypotheses.

b) Creation of an online questionnaire

For this dissertation, I decided to create a survey using Google Forms, to gather insights into public perception of luxury hospitality, sustainable practices, and their promotion on social media. The choice of such a platform was quite evident : with its easy accessibility, its user-friendly interface, and it's easy customization, Google form is a widely used tool that is straightforward to use, both for the researcher and the participants. Moreover, the platform offers a range of features which are totally free, thus enabling the researcher to create a comprehensive survey, with a real-time data collection. Indeed, the responses are registered and organized automatically by the platform, which provides basic analysis tools such as charts and graphs, helping the analysis step all along the way.

Once the platform was chosen, the first step in the creation of this survey was, of course, the choice of questions, and the organization that came with it. In order to be easy to answer and to understand for the participant, I decided to divide the questions in five distinct categories, each broaching the main topics of my dissertation and my hypothesis. The first section is the most common one, as it is found in almost every survey. Focusing on the typography of the participant, such a category will be essential in the analysis step, as I will be able to understand which types of persons responded to my survey, by knowing their age, their gender, and their professional environment. Then, the second section slowly introduced the heart of my dissertation's topic : luxury hospitality. This section, entitled "Travel habits and perception of luxury hospitality" focuses on the way the participant perceives and defines luxury hospitality, but also understands their relationship with such a field : are they used to such hotels ? If, of course, it was important for my research to have the opinion of people knowing the world of luxury hospitality, I also knew that I needed as much opinion as I could to understand people's perception of sustainable practices and the promotion on social media. It was thus essential to me to include a note in this section of the survey, to encourage people to give their opinion, even though some of them were not directly used to luxury hospitality. The third category, entitled "Perception of sustainable practices in luxury hospitality" aimed for a better understanding of the way a large audience considered sustainable actions that were settled in such hotels : are they conscious of it ? Do they encourage it ? Is this an important matter for them ? Does it influence the image of luxury ? To understand the answer, it was also important to question participants about the importance of sustainability in their everyday life. In a very different way, the fourth section focuses on the use of social media, and people's perception and consciousness of luxury hospitality presence on such

platforms. It was also very essential for me to understand the role played by social media in the travel habits of people. Finally, the last category focuses on the sustainability in events organization, and the way participants are considering such actions.

In order for the participant to have a clear overview of the subject and the main themes of my dissertation, the choice of the title and the main description were really important. In a little paragraph, I explained the topic of my dissertation, my problematic, and the aim of such a survey. The questions are short, and most of them are closed ones : the aim was for the survey to be quickly answered in order to captivate a maximum of the audience. The study has been distributed for 14 days, and has received 93 answers, which has been analyzed in the appendix M.

CONCLUSION

For decades now, the Fairmont Le Manoir Richelieu has stood in the region of Charlevoix as a luxury destination, providing opulent services with a perfect view on the Saint-Lawrence River. Its world-renowned reputation, its historical architecture and its significant heritage has made it one of the most famous hotels in the Quebec region. The Manoir legacy is not only built upon its luxurious accommodations and exceptional guest services but also on its role as a premier venue for events. From corporate congresses to intimate weddings, the hotel's event spaces have consistently attracted both professional and private gatherings, enhancing its position as a versatile and prestigious destination.

In recent years, the Fairmont Le Manoir Richelieu has also made a lot of efforts in integrating sustainability into its operations, reflecting a broader shift within the luxury hospitality industry. The hotel's well-developed sustainable strategy highlights its commitment to environmental stewardship, while still maintaining the high standards of luxury that its clientele expects. Moreover, the hotel's active presence on social media has enabled it to communicate these sustainable efforts to a wider audience, enhancing its brand image as a responsible and forward-thinking luxury establishment.

This unique combination of historical prestige, luxury, and sustainability makes Fairmont Le Manoir Richelieu a perfect case study for exploring how luxury hotels can successfully implement sustainable practices without compromising their brand identity.

Through a detailed presentation of the hotel, its sustainable strategy, and its social media presence, I have established the foundation for a comprehensive research study. This research will utilize both qualitative and quantitative methods to gain a holistic understanding of the dynamics. The qualitative analysis will draw insights from professionals within the luxury hospitality sector, offering an insider's perspective on the challenges and opportunities associated with sustainability in a luxury context. Meanwhile, the quantitative analysis will capture the views of potential guests from various backgrounds, providing a broader understanding of consumer expectations and behaviors related to luxury and sustainability.

PART THREE : ANALYSIS OF RESULTS OBTAINED, COMPARISON WITH HYPOTHESES, AND RECOMMENDATIONS

INTRODUCTION

Now that my study area is defined, the methodology explained, and the methods of studies have been implemented, this final part of the dissertation will focus on analyzing and interpreting the results obtained. The main goal will be to present the answers that have emerged in response to our three hypotheses.

The first chapter will be dedicated to presenting the results of the various studies conducted. It will provide an in-depth analysis of how sustainability is perceived and implemented in the luxury hospitality sector, especially within the context of Fairmont Le Manoir Richelieu.

In the second chapter, I will confront our research hypotheses with the data collected, providing answers based on both qualitative and quantitative studies. This analysis will focus on understanding the role of social media in promoting sustainability, the impact of sustainable practices on luxury brand perception, and the relationship between client values and sustainable event planning.

Finally, the last chapter of this dissertation will aim to offer recommendations on how luxury hotels can effectively leverage social media to promote sustainability while maintaining their prestigious brand image. Additionally, we will discuss the limitations encountered because of the study case, and the general limits of this research.

CHAPTER I : ANALYSIS AND INTERPRETATION OF THE RESULTS

The first chapter of this final part of my dissertation will focus on the analysis and the interpretation of the results derived from the qualitative and quantitative studies I led. These first findings are essential in order to provide the framework for me to explore and address the three hypotheses stated earlier in the dissertation. Thus, this chapter serves as the foundation of understanding the complex relationship between luxury hospitality, sustainability and digital marketing strategies.

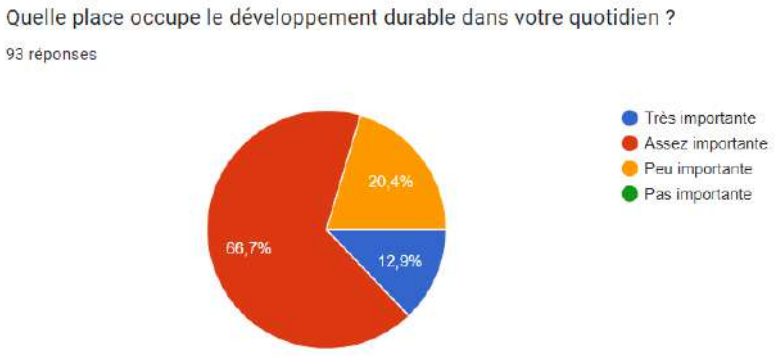
It is important to note that the data presented in this specific chapter and in the next one are the most relevant to this study's objectives. The complete analysis of the qualitative and quantitative studies are available in the annexes of the dissertation.

1) SUSTAINABILITY : A UNIVERSAL CONCERN WITH IMPLEMENTATION CHALLENGES

a) A widespread awareness and a maximization of initiatives

For years now, sustainability has been a worldwide matter : it has evolved into a universally recognized concern, which transcends industries and borders to become a fundamental aspect of modern life. In our current society, awareness of environmental issues is no longer limited to activists or policy makers : it has a role in the life of institutions, businesses, but also individuals, as understated in the results of my questionnaire. For the question "What role does sustainable development play in your daily life ?" 66,7 % of the respondents answered that such a concern was quite important. Not one of the 93 respondents chose the answer "Not important" to such a question, highlighting the idea that, even though the role of sustainability does not play an important role in everyone's life, everyone is at least conscious of such a matter.

Figure 13 : What is the importance of the place of sustainability in your life ?



Such an observation of the current social situation is also highlighted in my interview with the Catering Services Manager, as he explains "Sustainability is playing an increasingly important role in our daily lives"[52]. Such a widespread awareness reflects the growing understanding that the protection of our planet, and thus of our society, is a collective responsibility. In order to participate in such collective efforts, people implement sustainable practices to their own scale : 80,4 % of the respondents try to reduce their consumption of energy, 46,7 % have daily use of common transports, and more than 90 % participate in the recycling of wastes. Moreover, such a concern is not exclusive to individuals, as it also concerns the professional sector. All the industries are concerned, and the hospitality sector is not an exception, as explained by E., the Sustainability Manager of the Fairmont Le Manoir Richelieu :

> "For me, it's something that's kind of mandatory these days. Whether it's in the hotel industry or in any other field, we're living in a world where, unfortunately, with the pollution that exists... if we want to save the planet at some point, companies have to take action." [53]

Indeed, the integration of sustainable practices into everyone's daily life has become an expectation rather than a choice, even in places traditionally associated with opulence and excess, such as luxury hotels. For years now, these types of hotels, which have long been seen

[52]Translated from French by Lola Courneil. Original text : "La durabilité, ça joue de plus en plus un gros rôle dans nos vies de tous les jours"
[53]Translated from French by Lola Courneil. Original text : "Pour moi, c'est quelque chose qui est comme obligatoire de nos jours. Que ce soit dans le domaine de l'hôtellerie ou même dans n'importe quel domaine, on est en train de vivre dans un monde où, malheureusement, avec la pollution qu'il y a… si on veut sauver la planète à un moment donné, il faut que les entreprises prennent les choses en action."

as indulgent, have increasingly embraced sustainable practices ; for some brands, it has become a core value. If, as we will see later, the juxtaposition of luxury and sustainability have long seemed paradoxical, it is now seen as an essential and necessary evolution, especially in response to global environmental challenges. In many cases, guests are no longer satisfied with the mere concepts of comfort and luxury as it was considered decades ago : as explained earlier, the experience seeking is their main priority, especially when it aligns with their values. Such a thought is highlighted in one of the interviews with the marketing team of the Fairmont Richelieu, as L. expresses : “There are many clients who choose a hotel for their sustainable practices. Their number is increasing.” [54]. In answer to such a desire, luxury hospitality has shifted, not only to acknowledge the importance of sustainability, but to actively implement it in the operations. As explained by the Sustainability Manager of the Fairmont Le Manoir Richelieu, an increasing number of hotel dedicates a specific person for this job :

> “Of course, not all hotels have a full-time sustainability coordinator, but I can see a definite trend. For example, all Raffles hotels, which is now a Fairmont-affiliated brand, have recently hired someone full-time to look after sustainable development, whether it's just a small coordinator, manager or director. It's something that's becoming more and more mandatory. [...] With the Six Senses group, positions for sustainable development managers are compulsory. When a hotel opens, there's always a position.” [55]

Moreover, as explained all along this interview that can be found in the annex of the dissertation, sustainability is now a core value of the Accor Hotel Group, and all of their hotels must develop a specific strategy with compulsory practices. Such a trend reflects a recognition that sustainability must influence everyday operations, from the housekeeping practices to event management, as we had further illustrated in the sustainability strategy of the Fairmont Le Manoir Richelieu, earlier in this dissertation. In the same way, as we have observed during the interview with the Catering services manager of the hotel, these kinds of

[54]Translated from French by Lola Courneil. Original text : “Il y en a beaucoup qui choisissent des fois un hôtel pour ça, de plus en plus.”

[55]Translated from French by Lola Courneil. Original text : “Certes, les hôtels n'ont pas tous quelqu'un à temps plein pour ça, mais moi je constate comme une évolution qui est certaine. Par exemple, tous les hôtels Raffles, qui est maintenant une marque affiliée à Fairmont, ils ont tous tout récemment engager quelqu'un à temps plein pour s’occuper du développement durable, que ça soit juste un petit coordinateur, manager ou directeur. C'est quelque chose qui devient de plus en plus obligatoire [...] Pour le groupe Six Senses, chez eux, les postes de responsables du développement durable, c’est obligatoire. À l'ouverture d’un hôtel, il y a d’office un poste.”

initiatives do take a more important place in the event organization, as he gives examples of locally-sourced catering, and biodegradable decorations.

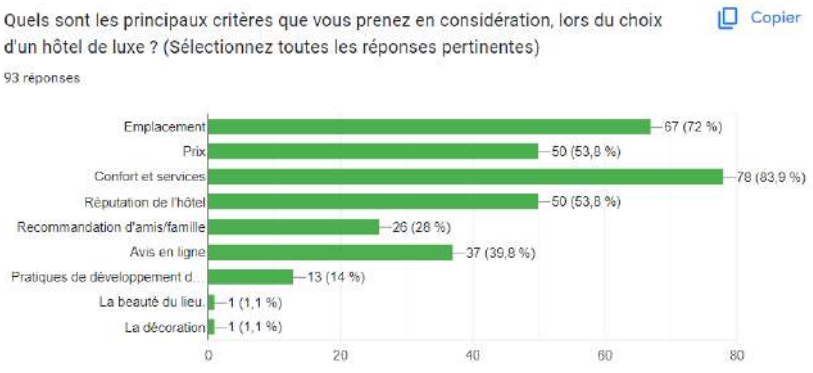
Yet, while the integration of sustainability into everyday life, particularly within luxury hotels, highlights a growing importance of environmental protection, we are going to see in the next subpart that the journey toward a fully sustainable society is far from complete, as such a concern is still not a priority.

b) Challenges of prioritizing sustainability

Indeed, despite the widespread awareness and the increasing number of initiatives, sustainability often remains secondary to other concerns, especially in industries where luxury and client satisfaction are paramount. Even though the role of sustainability continues to take an increasing place in the choice of consumers, and continues to influence the consumption behavior of people, for many, such a concern is not a priority. It remains a significant challenge to prioritize sustainability, especially in luxury hospitality.

Such a lack of consideration is expressed in the quantitative study, as the question asked is “What are the main criteria you take into consideration when you choose to stay in a luxury hotel ?”. If the location, the price, and the reputation appear as very important for the consumers, with respectively 72 % and 53 % of respondents choosing them as main criterias, the most principal one appears to be the comfort and the services offered by the hotel, with almost 84% of answers. On the other hand, the answer “Sustainable practices” was only mentioned by 14 % of the respondents.

Figure 14 : “What are the main criteria you take into consideration when you choose to stay in a luxury hotel ?”



Thus, while guests may express a preference for sustainable options, these preferences often take a back seat when weighed against the expectations of luxury, comfort, and convenience. This creates a complex dynamic where sustainability is recognized as important, but is not necessarily the driving factor in decision-making. The same idea is highlighted in another part of the questionnaire, where the respondents are asked in which measures the sustainable practices of a luxury hotel could influence their choice. The results are tightly contested, as 47.4 % of the respondents consider that it would have little to no influence on their choice, highlighting a lack of sustainable priority. Sustainable practices, while valued, are frequently seen as an added bonus rather than a core element of the guest experience. They do not overshadow the main concept of luxury hotels, which is to maintain the highest standards considering comfort. The quantitative research thus highlights that, for many consumers, the comfort and exceptional service, which are hallmarks of luxury hospitality, can overshadow the desire for environmentally responsible choices.

Such a finding is also present considering the qualitative research, as J., the Catering Service Manager explains :

> "For many other people, the priority remains the more traditional luxury experience, and sustainability takes a back seat. This is where things get tricky for us as organizers. Especially since, as a Fairmont hotel, a brand of Accor, we have standards to respect."[56]

Even though he expresses a particular feeling concerning the event sector, such an observation can encompass the entire sector of luxury hospitality. He expresses the fact that sustainability initiatives, though present, may not always be prioritized in the same way as other aspects of the luxury experience. Such an order of priority is even more complex when the concept of brand image, defined in the first part of this dissertation, is added to the lot. The quotation highlights the idea that, as a Fairmont hotel, brand standards must be upheld, and, even though the brand values both luxury and sustainability, often, guests will prioritize the former. Sustainability, while increasingly valued by consumers, does not always align seamlessly with the traditional markers of luxury, which is the main brand image of Fairmont. Thus, even though an increasing number of initiatives are settled in the operational everyday life of luxury hotels, they are not prioritized in the same way as other aspects of the luxury

[56]Translated from French by Lola Courneil. Original text : "Pour beaucoup d'autres gens, la priorité reste l'expérience de luxe plus traditionnelle, et le développement durable passe au second plan. C'est là que les choses se gâtent pour nous en tant qu'organisateurs. Surtout qu'en tant qu'hôtel Fairmont, une marque de chez Accor, on a des standards à respecter."

experience. Such an order of priority even goes to create barriers for the implementation of new sustainable efforts and practices.

c) Implementation barrier in the marketing strategy

What is considered as an implementation barrier in this dissertation can be defined as the obstacle, the challenges encountered by the organization when attempting to integrate sustainable strategies, practices, or efforts into their operations. In the context of luxury hospitality, these barriers can be particularly complex, as the shift toward sustainable practices generally requires an important change in the established process and priorities. They highlight the difficulties in balancing sustainability with other main objectives and values, such as maintaining brand image, meeting guests expectations, while delivering a high standard of luxury. As we are going to see it, these barriers can take various forms, from resistance within the organization to factors like market demands and client preferences.

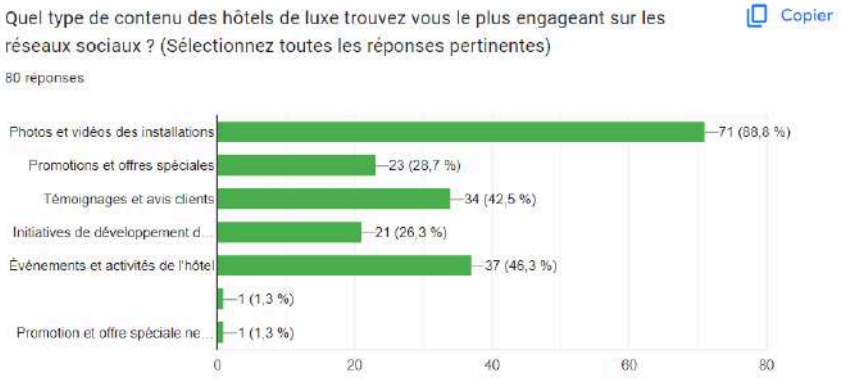
In the specific case of the Fairmont Le Manoir Richelieu, according to my research, I particularly noticed such a barrier in the marketing sectors, which, of course, corresponds to my research. Yet, there is no doubt that such a barrier might apply in all the different operational sectors of hospitality, especially the event sector, as we will see it later.

Indeed, the main sector in which such an implementation barrier was noticed is in the marketing strategy of the hotel. In this specific case, the promotion of sustainable practices is not restrained by the guest themselves, but rather by their expectation. Marketing strategies in the luxury sector are primarily driven by the need to attract and retain high-end clientele, often through the promotion of exclusivity, opulence, and exceptional experiences. The marketing team of the Fairmont Le Manoir Richelieu insists on such a point, as L. expresses that the main marketing strategy of the hotel is to “sell some dream” to the audience. M., in her own words explains that “the goal is to create desire, to attract” the guests. Thus, the main focus of the strategy remains on a very traditional luxury value, which is expected by the audience. Such a goal leads to the constriction of the sustainability promotion, as the hotel then engages in a selection promotion for their sustainable practices, highlighting only those which do not compromise the luxury experience guests are expecting.

Indeed, even though a part of the sustainability strategy of the hotel is promoted on the different platforms of the hotel, as explained by the Sustainability Manager “we try to

promote the essential, while keeping in line the marketing objectives and priorities"[57], it is not a priority in the promotion of the hotel. The cause of such a lack of promotion is explained in the quantitative research, as the "Sustainable practices" is only in the fifth place when the respondents are asked which type of content are the most engaging on social media.

Figure 15 : "What type of content do you think is the most engaging on social media?"



As the audience does not perceive the sustainable content as engaging as the rest, such content is less important in the marketing strategy of the hotel, as explained by L. :

> "Of course, sustainability will never be the priority in the marketing strategy because people want luxe, this is the main image of the hotel, even though it is a bonus. It will never overpass luxury, because, even though we do have sustainable practices, it is not the directive line of the hotel." [58]

Such a directive line, aims to protect the image of the Fairmont brand, which firstly focuses on luxury, creating a barrier in the marketing strategy. This barrier leads to a selective promotion, where only marketable initiatives are highlighted, leaving more significant but less glamorous practices unaddressed on social media. While protecting the brand image, such an approach can limit the impact of sustainable efforts and practices. The hotel has to focus on a sustainable promotion that is not representative of the entire sustainability strategy,

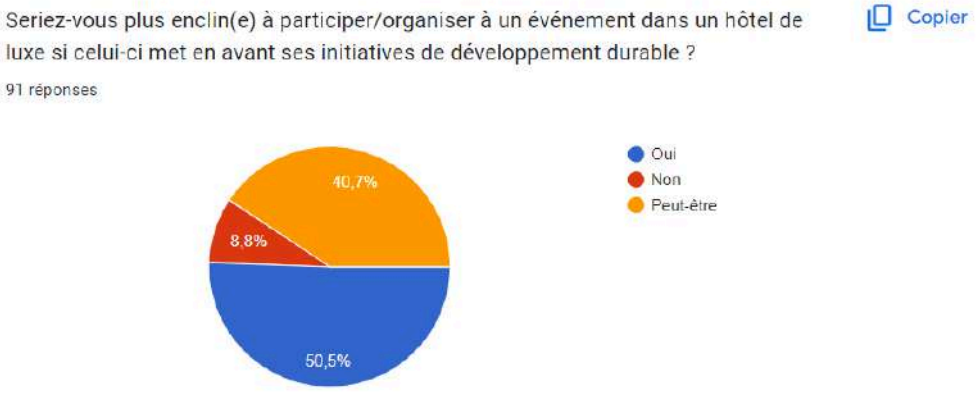
[57]Translated from French by Lola Courneil. Original text : "On essaie de promouvoir l'essentiel tout en s'accordant avec les objectifs et les priorités du marketing."
[58]Translated from French by Lola Courneil. Original text : "Bien sûr, ça ne passera jamais en priorité, parce que les gens veulent du luxe, c'est avant tout l'image de l'hôtel, mais c'est du bonus. Ca ne passera jamais au dessus, parce qu'on est écologique, mais ce n'est pas la ligne directrice de l'hôtel."

which can result in the lack of knowledge for the guests and partners. The sustainable message can be hindered, as it is not integrated to the core message of the marketing strategy.

Such a result of the analysis can be concluded by a quotation from the interview led with L., the marketing intern, who explained : “There are a lot of believers in sustainable development, but not many practicing. As a result, people aren't always really interested in it, so, necessarily, promoting things that are not glamorous, it wouldn't be relevant for us.”. Even though these barriers represent an important obstacle for sustainables strategies to totally fulfill their role, understanding and identifying these barriers is still essential, in order to overcome them.

As mentioned earlier, marketing is not the only sector such a barrier has been observed in. Indeed, the operational sector of event organization is also particularly challenged by the priority order of the clients. In my quantitative study, at the question “Would you be more inclined to participate or organize an event in a luxury hotel if this one was promoting sustainable practices ?”, half of the respondents showed a disinterest in such practices, as 40.7 % answered “Maybe”, and 8,8% answered “No”.

Figure 16 : “Would you be more inclined to participate or organize an event in a luxury hotel if this one was promoting sustainable practices ?”



This ambivalence towards sustainability poses squirt somet challenges for event organizers within luxury hotels, where the primary focus is often on delivering a traditional luxury experience. As J. noted, “Integrating best practices into our events isn't always easy, especially when customers' expectations aren't always in line with sustainable development

objectives.” [59]. Such a statement underscores the tension between striving to implement sustainable practices and meeting the high expectations of clients who prioritize luxury over sustainability. The reality is that for many clients, the allure of a luxury experience often takes precedence over eco-friendly initiatives. As J. further explains, “For many other people, the priority remains the more traditional luxury experience, and sustainability takes a back seat. This is where things get tricky for us as organizers. Especially since, as a Fairmont hotel, a brand of Accor, we have standards to respect.” This situation creates a complex dynamic where event organizers are often forced to compromise on sustainability to align with client expectations and brand standards. As J. further explains, “For many other people, the priority remains the more traditional luxury experience, and sustainability takes a back seat. This is where things get tricky for us as organizers. Especially since, as a Fairmont hotel, a brand of Accor, we have standards to respect.” [60]. This situation creates a complex dynamic where event organizers are often forced to compromise on sustainability to align with client expectations and brand standards.

Efforts to promote sustainability during events are frequently met with resistance from clients who prefer more traditional, and sometimes less environmentally friendly, options. For instance, J. recounts, “We try to offer alternatives and hope that customers will accept them, but that's not always the case, and we can't force their hand. If customers want to come and make three hundred white chairs from Montreal for a twenty-minute ceremony, there's nothing we can do.”[61]. This example illustrates the limitations that event organizers face when clients prioritize their desires over sustainable alternatives. In the same way, when clients insist on using unsustainable practices, such as distributing plastic water bottles or opting for non-local decorations, there is little that the hotel can do to enforce its sustainability goals.

At the end of the day, as J. points out, “the customer always has the last word, and our aim is to offer them an exceptional experience. It's also our job to accept this. Within reason,

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[59]Translated from French by Lola Courneil. Original text : “Intégrer des grosses pratiques dans nos événements c’est pas toujours simple, surtout quand les attentes de clients ne sont pas toujours en accord avec des objectifs de développement durable.”

[60]Translated from French by Lola Courneil. Original text : “Pour beaucoup d’autres gens, la priorité reste l’expérience de luxe plus traditionnelle, et le développement durable passe au second plan. C’est là que les choses se gâtent pour nous en tant qu’organisateurs. Surtout qu’en tant qu’hotel Fairmont, une marque de chez Accor, on a des standards à respecter.”

[61]Translated from French by Lola Courneil. Original text : “On essaie de proposer des alternatives et on espère que les clients les accepteront, mais ce n’est pas toujours le cas, et on ne peut pas leur forcer la main. Si les clients veulent venir faire trois cents chaises blanches de Montréal pour une cérémonie de vingt minutes, il n’y a rien qu’on peut faire.”

of course."[62]. This client-centric approach, while essential for maintaining the hotel's reputation and ensuring customer satisfaction, often results in sustainability taking a secondary role in event planning. Such a reality underscores the barriers to fully integrating sustainability into the event sector of luxury hospitality, where client preferences and demands often outweigh the hotel's sustainable ambitions.

2) SOCIAL MEDIA AND SUSTAINABILITY IN LUXURY : A COMPLEX RELATIONSHIP

a) Social media as an amplifying tool

In the modern and current landscape of luxury hospitality, social media has emerged as an indispensable component of marketing strategies, serving as a powerful amplifying tool for word-of-mouth and brand communication. As explained in the very first part of this dissertation, the reach and immediacy of platforms like Instagram, TikTok, and so many others have transformed how brands engage with their audiences, making it essential for hotels to maintain a strong presence online. As M., the manager of the marketing team at Fairmont Le Manoir Richelieu stated :

> "It's essential to be on social media these days. Of course, there are plenty of small institutions that operate without it, but it's always an extra exposure, with Tiktok etc… When there's something, you inevitably hear about it on social networks. And then a presence there, for a brand, like Accor and even more particularly luxury brands like Fairmont, for us it's essential." [63]

This statement underscores the critical role that social media plays in ensuring that luxury brands remain visible and relevant in a highly competitive market.

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[62]Translated from French by Lola Courneil. Original text : "Cependant, en fin de compte, le client a toujours le dernier mot, et notre objectif est de leur offrir une expérience exceptionnelle. C'est aussi notre rôle de savoir accepter cela. Dans les limites du raisonnable bien sûr."

[63]Translated from French by Lola Courneil. Original text : C'est essentiel d'être sur les réseaux sociaux de nos jours. Bien sûr, il y a plein de petites institutions qui fonctionnent sans, mais c'est toujours une exposition en plus qui est faite, avec Tiktok etc, quand il y a quelque chose, tu en entends forcément parler sur les réseaux sociaux. Et puis une présence là, comme une marque, comme Accor et même plus particulièrement des marques de luxe comme Fairmont, pour nous c'est essentiel.

Yet, when we come to the sector of tourism and hospitality, social media is not just about maintaining visibility, as it is also a key tool for influencing consumer decisions. In addition to the data used in the first part of this dissertation, which confirmed that people largely used social media to choose their next destination, the same also appears to apply for accommodation. Indeed, as the rise of platforms allowed users to share their travel experiences, photos and social media, social media became a primary resource for potential guest when choosing their accommodation and hotel. The quantitative study confirms this trend, as, to the question "Do you use social media to help you to choose an accommodation when you travel ?", 65.6 % of the respondents answered positively.

Figure 17 : "Do you use social media to help you to choose an accommodation when you travel ?"

Such a significant portion of positive answers highlights the reliance on social media for decision-making when it comes to hotels, and thus luxury hotels. It means that these ones have to strategically use social media, and position themselves online to capture the attention of a target audience which could be influenced by their content. Thus, if used strategically, social media can serve as an amplifying tool to reach a broader audience than traditional marketing methods ; to do so, they have to leverage the viral nature of social media, with means that we will study in the next part of this dissertation.

Yet, the viral nature of social media is not the only aspect of such platforms which can serve as an amplifying tool. Indeed, as mentioned in the first part of this dissertation, social media also have an educational role in our current society, which was quite defined in my first year dissertation : "In the same way that social media have an impact on our

consumption behavior, they do also influence our environmental concerns and our attitude towards it." (2023, p.49). Such an aspect of social media role in our everyday life was even confronted to the psychological theory of the social influence :

> "From a sustainable point of view, social influence could thus have the potential to impact our behavior and attitudes, as "from a social psychological perspective, climate change education is not an objective imparting of facts upon a passive individual but a socializing process" (Estrada and al, 2017, p.170). In the framework of my dissertation, such a socialization would thus appear in social media, which will expose educational content on the environmental impact of certain products or practices, leading to a greater understanding of the importance of sustainable behaviors, and which could encourage reducing waste, or, in the case of this dissertation, travel more sustainably." (Courneil, 2023, p.50)

Thus, in an era where consumers are increasingly conscious of their environmental impact, social media provides a unique opportunity for luxury hotels to educate their audience on sustainable practices and initiatives. As the Sustainability Manager of the Fairmont Le Manoir Richelieu explains, "today, this kind of content, with for example theme day, is a bit compulsory : all hotels do posts about it"[64]. By sharing content on platforms like Linkedin and Instagram, luxury hotels are able to highlight their commitment, making complex concepts more accessible for the audience. Such an educational aspect of social media is particularly valuable, as it enables hotels to engage with their audience on a deeper level, fostering a sense of shared values and encouraging more sustainable choices among their followers. Social media can thus be considered as an amplifying tool, both in digital marketing strategy, but also in sustainability practices.

b) A hard balance to find between promotion and greenwashing

As mentioned at the beginning of this dissertation, greenwashing refers to the practice of making misleading or exaggerated claims about the environmental benefits of a product, service, or organization. In the luxury hospitality sector, where the promotion of sustainable practices is increasingly expected, the line between real sustainability efforts and

[64]Translated from French by Lola Courneil. Original text : "Aujourd'hui, ce genre de journée thématique, c'est un peu obligatoire : tous les hôtels font des posts."

greenwashing can become blurred. Such a step then creates a challenging dynamic for hotels like Fairmont Le Manoir Richelieu, where the goal is to highlight sustainability initiatives without falling into such a trap. Finding this balance is crucial, as the consequences of being perceived as disingenuous can be severe, leading to public backlash and a loss of credibility. Such consequences are provoked by the viral nature of social media, highlighting how the use of these platforms can have both positive and negative impacts on the reputation of a company.

One of the key risks associated with greenwashing is the potential for stigmatization or "bad buzz" that can arise from poorly executed or superficial sustainability promotions. As M., the Marketing Manager, explains, “After that, we mustn't fall into certain clichés either, not to mention greenwashing, but that can lead to stigmatization or bad buzz.”[65]. She also mentioned an example of situation which could have led in such a case if it had been poorly handled :

> “For example, the latest example I have is that I've been asked to promote accessibility for people with reduced mobility. It's part of our sustainable development approach, and in itself, it's brilliant. Except that putting a person in a wheelchair in front of the hotel isn't enough to make the job relevant. It could even have the opposite effect, and backfire on us. We need to find the right initiative.” [66]

Such an example highlights the delicate nature of promoting sustainability. Even well-intentioned initiatives can be misconstrued or come across as insincere if not handled carefully, leading to negative perceptions rather than positive reinforcement. This risk was also mentioned in the interview with L., who stated that “we have to keep going, do more, but not too much. We see the example of Greenwashing, where companies get caught out for this kind of thing.”[67]. Reflecting the ongoing tension between the need to promote sustainability and the risk to cross the limits and overstep into greenwashing territory, she highlights the

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[65]Translated from French by Lola Courneil. Original text : “Après, il ne faut pas non plus tomber dans certains clichés, sans parler du greenwashing, mais ça peut être de la stigmatisation, ou du bad buzz.”

[66]Translated from French by Lola Courneil. Original text : “Par exemple, le dernier exemple que j’ai en date, c’est qu’on m’a demandé de promouvoir davantage l’accessibilité pour les personnes à mobilité réduite. Ça rentre dans le volet développement durable, et en soit c’est génial. Sauf qu’il ne suffit pas de mettre une personne en fauteuil roulant devant l’hôtel pour que le poste soit pertinent. Ca peut même faire l’effet inverse, et nous retomber dessus. Il faut qu’on trouve la bonne initiative.”

[67]Translated from French by Lola Courneil. Original text : “Mais pour moi, il faut continuer, en faire plus, mais ne pas en faire trop. On voit l’exemple du Greenwashing, les entreprises se font attraper pour ce genre de chose.”

fact that such a balance is hard to find. The challenge is to continue highlighting the importance of sustainable practices without over-promoting or exaggerating their impact.

Thus, to avoid such a territory, hotels must be transparent about their efforts, providing clear, honest communication about what they are doing and why it matters. As explained by M., "this kind of information can backfire, make bad publicity. You have to know how to do things properly, and be well informed."[68]. Such a statement underscores the importance of thoroughness and authenticity in crafting sustainability messages. This transparency is key to building trust with guests and stakeholders, ensuring that sustainability initiatives are seen as genuine contributions rather than mere marketing tactics.

It appears that, by focusing on authenticity and transparency, hotels can navigate this delicate balance, reinforcing their commitment to sustainability while maintaining the trust and respect of their audience.

c) Building Trust and Authenticity Through Sustainable Content

In the world of luxury hospitality, where image and perception are a priority, the concept of authenticity has become increasingly significant, especially in the promotion of sustainability. In this context, the concept of authenticity refers to the perception that a brand's actions, particularly those related to sustainability, are driven by genuine values and intrinsic motivations rather than external pressures or purely commercial interests. This notion of authenticity is crucial for building trust with consumers, as it reassures them that the brand's commitment to sustainability is sincere and not just a superficial marketing tactic.

My first year dissertation, based on influencer marketing, focused on the importance of authentic behavior and its impact on audience trust. Although that study focused on influencers, the principles of authenticity are equally applicable to the broader context of luxury hospitality. As I discussed earlier, a behavior is perceived as more authentic when it is attributed to intrinsic motivations rather than extrinsic pressures. For instance, in the case of influencers, an endorsement feels genuine when the influencer truly believes in the product they are promoting, rather than simply endorsing it for financial gain. In the same way, a marketing strategy based upon the idea of sustainability has to be genuine, and represents real sustainable practices and efforts led by the hotel. Such a concept is defined by Kapitan :

[68]Translated from French by Lola Courneil. Original text : "Tu vois, ce genre d'infos, ça peut nous retomber dessus. Faire de la mauvaise pub. Il faut savoir faire les choses bien, et bien se renseigner."

> "A behavior is perceived as being more authentic when it is attributed to intrinsic motivations as opposed to extrinsic pressures—that is, when an endorser acts as their true self [...] For instance, an endorser can be motivated to endorse a product in accord to (a) their own intrinsic desires and disposition, such as liking for or belief in a product, or (b) responding to the external situation, such as being paid US$1 million to promote a product. When consumers infer that an endorser is promoting a product merely for a paycheck, it devalues the endorser's effectiveness and diminishes WTP for the endorsed product." (2022, p. 344).

Thus, just like influencer marketing, such a principle is also relevant for luxury hotels when promoting their sustainable strategy. Authenticity in this context means that the hotel's actions align with its stated commitment to sustainability, and that these actions are motivated by genuine concern for the environment, and not by the desire to capitalize on this trend. Thus, the perception of authenticity in a hotel's sustainability initiatives is deeply tied to the brand's values and beliefs.

Indeed, such an alignment is critical in order to ensure that sustainability promotions are not perceived as greenwashing. When luxury hotels communicate their sustainability initiatives, they must do it in a way that is consistent with their overall brand identity and values. For example, if a hotel promotes eco-friendly practices but continues to engage in wasteful or environmentally harmful activities, this inconsistency can lead to skepticism and damage the brand's credibility.

Such an analysis can rely on the Elaboration Likelihood Model, that I already used in my first year dissertation. It is a theory in psychology that explains how people are persuaded and how attitudes are formed and changed. According to the ELM, there are two primary routes through which persuasion occurs: the central route and the peripheral route. As I explained, "if the central route involves a person being persuaded through logical arguments and evidence, the peripheral route involves a person being persuaded through cues such as attractiveness, credibility, and likability." (2023, p.54). If a luxury hotel genuinely values sustainability and transparently shares its eco-friendly practices on social media, it is more likely to engage its audience through the central route. This means that the hotel would provide logical arguments and evidence to support its commitment to sustainability, such as showcasing its green certifications, sustainable sourcing practices, or energy-efficient operations. By taking this approach—being authentic, transparent, and aligned with its core

values—the hotel can increase its credibility and build trust with its audience. As a result, the message is more likely to resonate with the audience, leading to a more significant and lasting impact on their beliefs, attitudes, and behaviors regarding sustainability. In contrast, if the hotel were to rely solely on superficial cues or fail to align its message with its actions, it might only engage the audience through the peripheral route, resulting in a less enduring effect.

To conclude, the success of promoting sustainability in luxury hospitality hinges on the authenticity of the brand's actions and messages. By ensuring that their sustainability efforts are genuinely motivated by core values, luxury hotels can build trust and foster a deeper connection with their audience. This approach not only enhances the effectiveness of sustainability promotions but also strengthens the overall brand image, positioning the hotel as a leader in a more responsible concept of luxury.

CHAPTER II : CONFRONTATION WITH THE HYPOTHESES

Based on the analyses I just conducted, initial insights have been provided regarding the potential opportunities that social media could represent for luxury hospitality in promoting sustainability. These analyses also offered some preliminary thoughts on how to effectively implement these strategies. In this chapter, we will focus more clearly into these considerations by directly confronting our three hypotheses. We will attempt to provide responses to these hypotheses through the analysis of both qualitative and quantitative research conducted as part of this study.

1) ADAPTING SUSTAINABILITY CONTENT TO DIFFERENT SOCIAL PLATFORM

a) The role of audience demographics in content adaptation

As mentioned in the very first chapter of this dissertation, social media are now an essential tool for companies to use for the digital marketing strategy. Yet, such a tool firstly needs to be understood by the marketing team : how does it work ? Which type of audience can be reached through it ? How to leverage a platform to maximize the efforts and engage with the customers ? From such a perspective, understanding the demographics of each platform's audience is crucial for effectively communicating for a product, or, in the case of this dissertation, for promoting sustainability initiatives.

Audience demographics can be defined as the "social and economic characteristics that can influence how someone behaves as an individual"[69]. They generally include the gender, the age, the ethnicity, the country or region of the world, but also the education, the income… Each of these variables provides clues about the way a person responds to a certain message. In the case of social media, such characteristics will influence the way a specific content will be received by the audience.

As every social media platform is different, it attracts different and distinct user bases, each with their own set of expectations and preferences. Such a demographic variation thus significantly influences the type of content that should be shared on each platform, in order to reach as many customers as possible. In the context of social media, audience demographics

[69] BCCampus, I*ntroduction to professional communications, Audience demographics*, https://pressbooks.bccampus.ca/professionalcomms/chapter/3-7-audience-demographics/, consulté le 12 août 2024.

are more than just age, gender, or occupation, as they include their preferences, behaviors, and values, which guide how they will interact with a specific platform and its content.

For instance, visual platforms such as Instagram and TikTok, tend to attract a younger audience, as they are often drawn to visually stimulating content that can be both entertaining and informative. We will see in the next sub-part why such visual content is strategic in the promotion of sustainable content. According to the Pew Research Center, Instagram is used by 78 % of people aged between 18-29, as people between 50 and 64 years old are only 35 % to use the platform[70]. In the same way, TikTok is used by 62 % of 18-29 year olds, and only by 39 % of 30-49. Thus, such statistics highlight the idea that, to reach a younger audience, marketing strategy needs to focus on such platforms. In the specific case of the Fairmont Le Manoir Richelieu, the marketing team has understood such a variable, as explained by L., the intern of the team : “We can see that Instagram is younger, so we're going to make shorter sentences, focus more on beautiful visuals” [71]. These distinctions are critical because they guide the type of message that will be most effective on each platform, which is the main aim in a marketing strategy.

To do so, it appears vital for a digital marketing strategy to tailor a very specific content for each platform. Indeed, if the overall brand image and its message need to stay the same, the aim of using different platforms is that they can complement each other, by reaching different types of audiences. Yet, a different approach is needed, and, given the varying demographics across platforms, tailoring content to fit the unique characteristics of each is essential. Such a part of the hypothesis was especially validated by the marketing team of the Fairmont Le Manoir Richelieu, as L. states : “We don't have the same target, the same audience, depending on the platform [...] Ideally, we should change the message, the photo, the format on each social media” [72]. The marketing manager even goes to give a specific example, which highlights how the tailored content works :

> “If we really want to follow the rules, we'd have to adapt our Instagram content to the feed, and the same goes for our Facebook post. You see, for example, today we

[70]Pew research center, *Social Media Fact Sheet*, https://www.pewresearch.org/internet/fact-sheet/social-media/, 31 janvier 2024, consulté le 14 août 2024.
[71]Translated from French by Lola Courneil. Original text : “On voit bien qu’Instagram est plus jeune, donc on va faire des phrases plus courtes, plus se concentrer sur de beaux visuels.”
[72]Translated from French by Lola Courneil. Original text : “On a pas la même cible, pas la même audience selon les réseaux [...] Dans l’idéal, on devrait changer de message, de photo, de format sur chaque réseau social.”

promoted a kayaking activity. The format of the photo doesn't correspond to Instagram. It's not eye-catching. You know, studies have shown that people look at square photos more. But on the other hand, it's adapted to the Facebook format."[73]

Here are both of the content shared on Instagram and Facebook mentioned in the quote :

Figure 18 : Example of undifferentiation between platform

Such a post highlights the idea that content should be tailored depending on the platform. In this specific case, the format is not adapted to the Instagram platform, as a square format is generally a more reliable choice, as it helps to ensure that posts are visually appealing, engaging, and consistent with the platform's original design. Yet, as we will see in the limitations of this research, such a strategy is time-consuming and requires a staffed marketing team.

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[73]Translated from French by Lola Courneil. Original text :"Si on veut vraiment pousser les choses à fond, il faudrait que le poste qu'on fait sur Instagram soit adapté au feed, pareil pour celui sur Facebook. Tu vois, par exemple, aujourd'hui, on a fait la promotion d'une activité de Kayak. Le format de la photo, ça ne correspond pas à Instagram. Ça n'attire pas l'œil. Tu sais, il y a des études qui ont prouvé que le format carré, les gens le regardent plus. Mais par contre, c'est adapté au format de Facebook."

If such a strategy goes for every type of content shared on social media for a marketing purpose, we are going to see that the promotion of sustainable content also has to be tailored with specific characteristics, in order to resonate with the platform it is posted on, but also with the audience it will reach.

b) Glamourization of sustainability on visual platforms

In the world of social media, visual content has proven to be one of the most powerful tools for engaging audiences, particularly among younger generations. Such a content can be defined as "online content that's primarily image based"[74], as this image-base takes various forms, going from pictures to videos for example. Moreover, according to the study led by the company Digital Marketing Philippines which I mentioned earlier, and which was shared by Hubspot, the human brain processes visual information 60,000 times faster than text, making images and videos an effective way to capture attention and convey complex messages quickly [75]. This is especially true on platforms like Instagram and TikTok, where the user experience is built around consuming short, visually appealing content. In the same way, according to the same study, one's posts on any social media could generate up to 94 % more views if a compelling visual content is added to the publication. Visual content generally evokes emotions, creates some desire, and builds an aspirational image that resonates with users' lifestyle goals.

Such content is even more essential in communication nowadays, as Instagram and TikTok have exploded in popularity, becoming essential channels for brands looking to connect with this demographic. These platforms have made it easier than ever for brands to reach large, diverse audiences, and they have set the standard for how visual content should be produced and shared. As mentioned earlier, they are especially used by a younger audience, which appears as natural, as they are more easily drawn by visual content. Indeed, as they've grown up in a digital era where social media is the main source of information and entertainment, they are more easily stimulated by such content, which then appears as easy to consume.

The sectors of luxury and hospitality are even more concerned by such a type of content, as travel and luxury are, by nature, visual experiences. The sense of sight is the one

[74] Backlinko, What is visual content ? , https://backlinko.com/hub/content/visual, consulté le 16 mars 2023.
[75] Hubspot, 12 Reasons to Integrate Visual Content Into Your Marketing Campaigns https://blog.hubspot.com/marketing/visual-content-marketing-infographic, 2017, consulté le 16 mars 2023.

that is the most stimulated by both of these concepts : they are generally communicated through appealing images, whether it is a natural landscape or an opulent place. For luxury hotels, it is thus vital to create an aspirational image that will appeal to their audience. In the case of the Fairmont Le Manoir Richelieu, the visual aspect of the content appears as the priority, especially on Instagram, as explained by L. : “We really try to stay in one same visual line. Once again, we're inspired by the Fairmont Hotels account, which has a very beautiful visual line. We want the same quality.” [76]. Thus, as appealing and qualitative visual content is the main goal of Manoir Richelieu’s Instagram strategy, the aim has to stay the same when it comes to sustainable promotion.

Indeed, with its emphasis on high-quality images and short videos, Instagram has become a basic tool for brands to showcase their products and services ; in the case of hotels, they can showcase their establishments and the services they offer in a visually compelling way. Yet, when it comes to sustainable initiatives, such a promotion can be more complex. When it comes to sustainable content, it is rarely associated with the glamorous sector of luxury hospitality. On the contrary, such images are supposed to be more modest. Sustainable initiatives are generally centered on practicality : associated with minimalism and simplicity, such a topic is considered as complex and serious. From such a perspective, the functionality of the promotion is prioritized over the visual appeal. As the main aim of such initiatives is to highlight the urgent environmental situation, and the way the society is supposed to fight it, sustainability is frequently associated with a back-to-basics approach. Such a vision hardly contrasts with the opulence luxury often requires. The key for hotels such as the Fairmont Le Manoir Richelieu would thus be to integrate sustainability into the luxury narrative without compromising the aesthetic that defines the brand. As highlighted in interviews with the marketing team at Fairmont Le Manoir Richelieu, the importance of maintaining a visually appealing feed cannot be overstated, as L. explains : “We need to think of the Instagram feed [...] We need to glamorize sustainable development, even if that's not necessarily the goal.”[77]. Such a strategy means that sustainable practices should be presented in a way that highlights the luxury appeal. Of course, the balance between conveying the technical aspect of sustainability while maintaining the visual standards of the might be complex and might represent a challenge for a marketing team.

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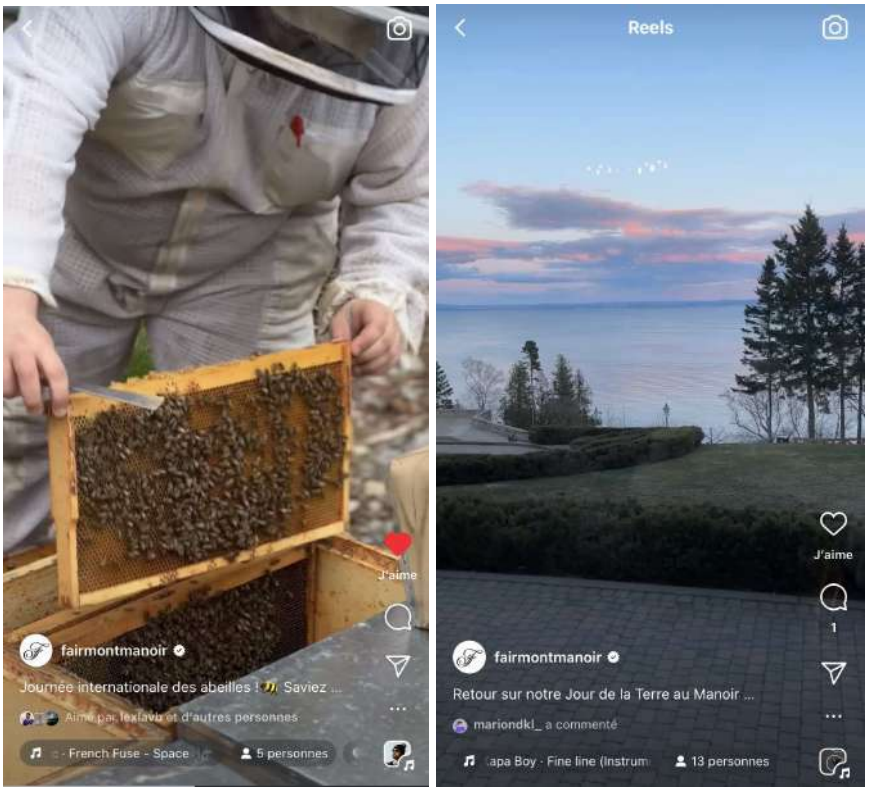
[76]Translated from French by Lola Courneil. Original text : “ On essaie vraiment de rester dans une même ligne, surtout au niveau du visuel. Encore une fois, on s’inspire du compte Fairmont Hotels, qui a une ligne visuelle très belle. On veut faire du quali.”

[77]Translated from French by Lola Courneil. Original text : “ Il faut penser au feed insta [...] Il faut qu’on rende glamour ce développement durable, même si ce n’est pas forcément le but”

Yet, by highlighting in a compelling way some initiatives, hotels might raise awareness among their audience. For example, the Fairmont Le Manoir Richelieu tends to focus on Reel contents when it comes to sustainability, showcasing and summarizing themed days organized by the sustainable team of the hotel, such as the Earth Day, or the Bee Day.

Figure 19 : Example of Reels made for the Bee Day and the Earth Day



The glamourization of sustainability on visual platforms is thus essential for luxury hospitality brands, which are looking to engage with a visually driven audience. By adapting sustainability content to fit with the luxurious narrative that defines brands such as Fairmont, hotels can successfully promote their eco-friendly initiatives without compromising their image. Yet, we are going to see that, while visual platforms demand a certain level of aesthetic appeal, other platforms such as LinkedIn, offer a very different approach.

c) Linkedin : a key tool in sustainability promotion

Indeed, the platform LinkedIn offers an approach that is very different from visual platforms such as Instagram. As we mentioned earlier in this dissertation, most of the LinkedIn user base consists largely of professionals, industry leaders, and corporate decision-makers who are often looking for content that offers value beyond the simple entertainment. Whether it is leadership advising, companies update or job offers, social media allows professionals from all around the world to share their experience and their values. As, these last few decades, the concern of sustainability across industries and the focus on corporate social responsibility particularly grew in every sector, the content shared about such a topic fits perfectly into the types of discussion that thrive on LinkedIn. Companies generally use it to create deep conversations about sustainable practices, certifications, or even long-term environmental goals. In the hospitality sector more precisely, LinkedIn provides a place to showcase the sustainable initiative, not only as a part of their brand's values but as a major competitive advantage, especially as discussions can be particularly relevant for B2B interactions. Indeed, as the platform focuses more on the concept of shared values rather than on immediate consumer appeal, detailed content about how a hotel tries to reduce their environmental impact, or to contribute to the local community. From the Fairmont Le Manoir Richelieu marketing perspective, LinkedIn is "the best network for this kind of publication", and should always be put in first position when it comes to communicating about sustainable events [78].

Moreover, in the context of luxury hospitality, some sustainable initiatives might not attract the interest of individual clients, but can still be highly relevant to professionals and groups. For instance, detailed posts about a hotel's achievements in obtaining sustainability certifications, partnerships with sustainable suppliers, or efforts to reduce its carbon footprint may not be very engaging for a typical traveler. However, these initiatives can significantly influence the decisions of companies and organizations looking for venues that align with their own CSR goals. L., the marketing intern of the Fairmont Le Manoir Richelieu explains :

> "For group and event clientele, it's really important, and companies are looking more and more at this kind of criteria. There are actions that don't necessarily concern the classic, individual clientele that companies are more interested in, and for that reason,

[78]Translated from French by Lola Courneil. Original text : "Mais le meilleur réseau pour ce genre de publications reste Linkedin. On mettra toujours en avant sur Linkedin avant tout le reste."

it's an audience that's more likely to be found on Linkedin. Individuals are happy to know that we're doing something, but it's rarely their main choice when choosing a hotel. For business customers, it's a different story. It may inspire them to come to us for their conventions and so on." [79]

From such a perspective, LinkedIn allows hotels to tailor their sustainable message to a very specific professional audience. By focusing on the operational and strategic aspects of their sustainability initiatives, luxury hotels can demonstrate their commitment to corporate responsibility, which can be a decisive factor for companies when choosing a venue for events, conferences, or corporate retreats.

As an example of such a type of promotion, the Fairmont Le Manoir Richelieu launched a campaign entitled "Women in Leadership", which consists of short videos, one posted every month, of an interview led with a female manager of the hotel. Such vidéos aim to highlight the journey and career of the female leaders of the hotel.

Figure 20 : Women in Leadership series

[79]Translated from French by Lola Courneil. Original text : "Pour la clientèle groupe, événementielle, c'est quand même super important, les entreprises regardent de plus en plus ce genre de critères. Il y a des actions qui ne concernent pas forcément la clientèle classique et individuelle qui vont plus intéresser les entreprises, et pour le coup, c'est une audience qu'on retrouve plus sur Linkedin. Les individuels sont contents de savoir qu'on fait des actions, mais c'est rarement leur choix principal quand ils choisissent l'hôtel. Pour la clientèle business, c'est autre chose. Ça peut les inspirer à venir chez nous pour leur congrès et compagnie."

Such a type of promotion shows how LinkedIn can be leveraged to reach a professional network, and how luxury hotels can effectively communicate their sustainability efforts to an audience that values this idea of long-term impact and corporate responsibility. Such a platform particularly emerges as a crucial tool for promoting sustainability in a way that aligns with the professional and corporate nature of its user base.

2) THE IMPACT OF SUSTAINABILITY ON LUXURY PERCEPTION

a) Debunking the misconception - sustainability as a market expectation

As we already mentioned earlier in this dissertation, the perception of luxury and sustainability has undergone a significant transformation these last few years. Traditionally associated with excess and opulence, it has long been considered as the exact opposite of sustainability, which focuses on responsibility and long-term impact. Yet, such a dichotomy has been particularly challenged this last decade, as consumers and the industry itself begin to admit that these two concepts may coexist in a harmonious way.

Such a change has been provoked by the increasing role of sustainability in our everyday life, as we analyzed it with the results of our different types of studies. As sustainability is now a basic component of our everyday life, such a concept also prevails in the sectors of travel, hospitality, and events. J., the Catering service manager explains : "Sustainability is playing an increasingly important role in our daily lives, so for customers who are sensitive to environmental issues in their daily lives, it also counts in their events." [80]. In the particular sector of luxury hospitality, sustainability is no longer seen as an optional or secondary aspect of luxury hospitality; it has become a fundamental expectation. Nowadays, guests, particularly those from the younger generation, are now looking for hotels that not only provide exceptional service and opulent experiences but also demonstrate a commitment to environmental and social responsibility. This shift in consumer expectations means that luxury hotels are now in the obligation to incorporate eco-friendly practices as part of their offerings. Indeed, such practices highly influence people for choosing a hotel, as it has been noticed with the quantitative study, with 14 % of the respondents admitting that they will be highly influenced, around 39% quite influenced and around 41 % a little influenced.

[80]Translated from French by Lola Courneil. Original text : "La durabilité, ça joue de plus en plus un gros rôle dans nos vies de tous les jours, donc pour les clients qui sont sensibles à ce genre de questions environnementales dans leur vie de tout les jours, ça compte aussi dans leurs évenements."

To meet these expectations, luxury hotels are increasingly adopting and promoting sustainable practices that align with industry standards and certifications. In the case of the Fairmont Le Manoir Richelieu, these certifications, such as LEED (Leadership in Energy and Environmental Design) or Green Key, both mentioned earlier, then provide a type of framework to implement environmentally responsible practices across various aspects of their operations. By achieving these certifications, hotels adopt the concept of sustainability into the core of their operations, from energy efficiency and water conservation to waste management and sustainable sourcing. Such certification programs play a crucial role in establishing hotels' credibility in the sustainability arena. They mainly serve as a third-party validation, which can significantly enhance the hotel's reputation among both guests and industry peers. Moreover, these certifications are often highlighted in marketing strategies, social media, and promotional campaigns, thus reinforcing the hotel's commitment to sustainability and appealing to a growing demographic of eco-conscious travelers. The marketing manager of the Fairmont Le Manoir Richelieu states :

> "I think it's really important in today's world to show that luxury isn't always synonymous with excess and opulence. To show that luxury can be done responsibly. By banishing plastic and replacing your room cards with bamboo. All this doesn't affect the customer's comfort. They don't have to adapt, it's just the format that changes. For me, it's really essential to show that you can make luxury products while keeping up with the times. And good for the planet." [81]

This shift towards sustainability as a market expectation thus has profound implications for luxury hotels. Those that fail to adapt risk being perceived as outdated or out of touch with the values of modern consumers. On the other hand, hotels that successfully integrate sustainability into their brand identity and operations are likely to see a positive impact on their market positioning, guest satisfaction, and overall reputation.

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[81] Translated from French by Lola Courneil. Original text : "Je pense que c'est quand même hyper important dans un monde où on vit, que montrer que le luxe, ça rime pas toujours avec l'excès et l'opulence. Montrer que le luxe, ça peut être fait de manière responsable. En banissant le plastique, en remplacant tes cartes de chambre en bambou. L'air de rien, tout ça, ça n'impacte pas le client sur son comfort. Il n'a pas a s'adapter, c'est juste le format qui change. Pour moi, c'est vraiment essentiel de montrer qu'on peut faire du luxe tout en étant dans l'air du temps. Et bien pour la planète."

b) Enhanced Reputation and Guest Satisfaction Through Sustainability

The certifications we have just mentioned do not only serve as proof for the hotel's credibility : indeed, they also enhance the reputation of these establishments. Indeed, if the basic sustainability practices such as reducing waste, conserving energy, and using eco-friendly products are now expected by many guests, luxury hotels that take additional steps in their sustainability efforts can differentiate themselves in such a crowded market. These advanced efforts, often seen as a bonus by guests, are emphasized by the certifications, especially famous ones such as Green Key, which is known by a larger public than just professionals of the hospitality sector. Such a positive response to sustainable initiatives for the Fairmont Le Manoir Richelieu, was highlighted in the interview with the sustainability manager, E., who explains :

> "When we got the fifth Green Key, whether it was the global meeting, for example. We were the first hotel in Quebec to obtain the new global Green Key certification [...] When it was broadcast on our networks like Linkedin, we got a lot of feedback. At events, for example, companies contacted the team to say "Wow, congratulations!". It has an impact, because, you know, a customer who's going to do an event, when he's prospecting, if for example it's more expensive but it's in line with the customer's values, he won't mind paying more for a more developed sustainability strategy."[82]

This "bonus effect" not only strengthens the hotel's competitive advantage but also enhances guest satisfaction, as customers feel that their values align with those of the hotel. When guests perceive that a hotel is going above and beyond in its sustainability efforts, it enhances their overall. The statistics mentioned in the previous subpart, about the influence of sustainable practices on people's hotel choice highlights that a majority of respondents would be influenced by the initiatives for their choice.

Another way to enhance the reputation of the hotel through sustainable initiatives, would be to focus on the feedback. Guest feedback plays a crucial role in building a hotel's

[82]Translated from French by Lola Courneil. Original text : "Quand on a eu la cinquième Green Key, que ce soit réunion la globale par exemple. On a été le premier hôtel au Québec à obtenir la nouvelle certification clé verte globale [...] Quand ça a été diffusé sur nos réseaux comme Linkedin, on a eu beaucoup de retours. Au niveau événementiel, par exemple, des entreprises ont contacté l'équipe pour nous dire "Wow, félicitations !". Ca a un impact, parce que, tu sais, un client qui va faire un événement, quand il prospecte, si par exemple c'est plus cher mais que c'est dans les valeurs du clients, ça va pas le déranger de payer plus cher pour une stratégie de sustainability plus développée."

reputation, and the inclusion of visible, advanced sustainability initiatives has been shown to elicit positive responses. Hotels can regroup those feedbacks thanks to platforms - for example, hotels of the Accor group use the platform TrustYou to regroup the feedback from diverse platforms into just a single one. If the large audience does not have access to such a platform, the notation made thanks to the feedback will definitely influence the potential guest, looking to book online. Yet, we are going to see that, when it comes to sustainability, education and values prevail over simple promotion.

3) THE ROLE OF CLIENT AND HOTEL VALUES IN SUSTAINABLE EVENT SUCCESS

a) The importance of values

Both the quantitative and qualitative studies led through this dissertation have shown that, despite the growing global emphasis on sustainability, it remains a secondary concern in the luxury hospitality sector, particularly when it comes to event planning. This challenge is rooted in the fundamental concept of values ; in the context of luxury hospitality, the values of clients often prioritize traditional luxury experiences, marked by opulence, exclusivity, and comfort, over sustainability.

The concept of values can be defined as “the principles that help you to decide what is right and wrong, and how to act in various situations” [83]. As I explained in my first year dissertation, they thus refer to someone’s principles or standards of behavior. I explained in this dissertation that :

> “In psychology, researchers consider that attitudes have four important functions : one of them is the Value-Expressive function of attitude. Such a function can be defined as the fact that “it enables an individual to express its central values and beliefs [...] which are acquired through interactions and experiences with others in the society” and that “an individual develops certain attitudes for the expression of these shared values and beliefs”[84]. It thus suggests that people are more likely to adopt attitudes and behaviors

[83]Cambridge dictionnary, Values definition, https://dictionary.cambridge.org/fr/dictionnaire/anglais/values, consulté le 27 mars 2023.
[84]Study and exam, Functions of Attitudes, https://www.studyandexam.com/attitude-function-pn.html, consulté le 27 mars 2023.

that express their values and beliefs, and they use these attitudes and behaviors to express themselves and their identity." (2023, p.56)

From the perspective of this year's dissertation, such a statement means that people, by choosing - or not, sustainable solutions, express their values.

Yet, the alignment of values between a hotel and its clients plays a central role in determining the success of sustainable practices during events. When both sides share the same commitment to sustainability, it becomes significantly easier to integrate eco-friendly initiatives into the event planning process. This alignment fosters some collaboration and it allows the hotel to propose and implement practices that resonate with the client's values, enhancing the overall experience. For example, in the case of Fairmont Le Manoir Richelieu, the interviews revealed that clients who prioritize sustainability are more receptive to the hotel's suggestions for incorporating green practices into their events. For instance, J., an event manager, mentioned :

> "Sustainability is playing an increasingly important role in our daily lives, so for customers who are sensitive to environmental issues in their daily lives, it also counts in their events. More and more big companies are also starting to play the game, international companies and so on. Some individuals too, like young couples getting married." [85]

This alignment of values not only facilitates the planning and execution of sustainable events but also enhances client satisfaction. Clients who see their values reflected in the event feel more connected to the venue, leading to positive feedback.

On the other hand, when there is a misalignment between the hotel's sustainability goals and the client's priorities, significant challenges can arise. In Fairmont Le Manoir Richelieu organization, such challenges are quite common, as explained by J. :

> "For many other people, the priority remains the more traditional luxury experience, and sustainability takes a back seat. This is where things get tricky for us as organizers.

[85]Translated from French by Lola Courneil. Original text : "La durabilité, ça joue de plus en plus un gros rôle dans nos vies de tous les jours, donc pour les clients qui sont sensibles à ce genre de questions environnementales dans leur vie de tous les jours, ça compte aussi dans leurs événements. De plus en plus de grosses compagnies commencent aussi à jouer le jeu, les compagnies internationales, tout ça. Certains particuliers aussi, comme les jeunes couples qui se marient."

> Especially since, as a Fairmont hotel, a brand of Accor, we have standards to respect." [86]

This testimony illustrates the difficulties faced by the hotel when clients are more focused on luxury and opulence than on sustainability. In such cases, even the most well-intentioned sustainable initiatives may be sidelined to meet the client's expectations of a luxurious event. In the same way, J. states :

> "We try to offer alternatives and hope that customers will accept them, but that's not always the case, and we can't force their hand. If customers want to come and make three hundred white chairs from Montreal for a twenty-minute ceremony, there's nothing we can do." [87]

He highlights how the lack of value alignment can lead to situations where the hotel's sustainability efforts are made ineffective, as clients may prioritize convenience or tradition over environmental responsibility. The impact of such a misalignment is not limited to the event itself but can also affect the hotel's entire reputation. When sustainable practices are perceived as being secondary to luxury, it may send mixed messages to other clients and stakeholders about the hotel's commitment to sustainability. Moreover, in a sector such as hospitality and events, where the guest experience prevails, little can be done facing this misalignment, which enhances the importance of education on such a topic.

b) Importance of education, and communication

Indeed, education and communication about sustainability are crucial tools for bridging the gap between traditional luxury values and the growing need for environmental responsibility. Educating clients about the benefits and importance of sustainable event practices is a particular crucial step in ensuring the success of these initiatives. When clients are informed about how their choices impact the environment, they are more likely to support

[86]Translated from French by Lola Courneil. Original text : "Pour beaucoup d'autres gens, la priorité reste l'expérience de luxe plus traditionnelle, et le développement durable passe au second plan. C'est là que les choses se gâtent pour nous en tant qu'organisateurs. Surtout qu'en tant qu'hotel Fairmont, une marque de chez Accor, on a des standards à respecter."

[87]Translated from French by Lola Courneil. Original text : "On essaie de proposer des alternatives et on espère que les clients les accepteront, mais ce n'est pas toujours le cas, et on ne peut pas leur forcer la main. Si les clients veulent venir faire trois cents chaises blanches de Montréal pour une cérémonie de vingt minutes, il n'y a rien qu'on peut faire."

and even prefer sustainable options. Such an approach is supported by the Social Influence theory, which I already defined in my first year's dissertation :

> "Social influence theory can be defined as "any change in behavior, emotion or thinking that other individuals cause, even if their presence is only imagined, expected or implied, including the interpersonal processes that lead to behavior, emotion or thinking changes" [88]. To resume, such a theory has important implications for understanding a wide range of social phenomena, including conformity, obedience, and group polarization. It thus also has applications in areas such as marketing, persuasion, and social change. By understanding the mechanisms of social influence, we can better understand how to shape attitudes and behaviors in positive ways, such as promoting healthy behaviors, reducing prejudice, and, in the case of this dissertation, encouraging sustainable practices." (Courneil, 2023, p. 49)

In the context of sustainability in luxury hospitality, educating clients and stakeholders about the benefits and importance of sustainable practices can create a social environment where these practices are not only accepted but expected. By effectively communicating the value of sustainability, luxury hotels can influence the attitudes and behaviors of their clients. For example, when clients are educated about the environmental impact of their choices and are presented with sustainable alternatives that do not compromise the luxury experience, they are more likely to adopt these alternatives. Such a shift in behavior is supported by the concept of normative social influence, where individuals change their behavior to align with the expectations of a valued group—in this case, the luxury hotel and its commitment to sustainability. J. explains :

> "I'd say it comes down to communication and awareness-raising. Normally, the salespeople who manage group contracts are supposed to communicate the values of Accor, Fairmont and the hotel. We try to offer them options that correspond to their wishes and expectations, while respecting our values."[89]

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[88] Studysmarter, Social influence, https://www.studysmarter.co.uk/explanations/psychology/basic-psychology/social-influence/, consulté le 23 mars 2023.

[89]Translated from French by Lola Courneil. Original text : " Je dirais que ça passe par la communication, et la sensibilisation. Normalement, les vendeurs qui gèrent les contrats de groupe sont censés communiquer sur les

Through some persuasive communication, luxury hotels can gradually shift client expectations, but also his preferences. This educational approach leverages the principle of informational social influence, which was already mentioned in my first year's dissertation about influencer marketing. It rests upon the idea that individuals adopt new behaviors based on the information provided to them, especially when the source of the information is perceived as credible and knowledgeable. As clients become more aware of the environmental impact of their choices and the benefits of sustainable practices, they are more likely to internalize these values and incorporate them into their decision-making processes.

To conclude with, education and communication are essential strategies for erasing the value-based barriers to sustainability in luxury hospitality events. By leveraging the principles of social influence theory, luxury hotels can gradually shift the client's attitude and behaviors, creating a culture where sustainability is not just an option but a valued component of the luxury experience.

valeurs d'Accor, de Fairmont, de l'hôtel. Après, est ce que c'est fait à chaque fois… Nous, on essaie de leur proposer des options qui correspondent à leur souhait et à leurs attentions tout en respectant nos valeurs."

CHAPTER III : RECOMMENDATIONS AND LIMITATIONS

1) RECOMMENDATIONS

a) Digital communication strategy - tailored content and differentiation of platforms

The understanding of the main themes of this dissertation with the literature review, in addition to the qualitative and quantitative studies led throughout the last months, particularly highlighted that, when it comes to marketing, and particularly communication through social media platforms, it is essential to build a strong strategy. The increasing popularity of such platforms made them very useful tools for companies - in the specific case of this dissertation, luxury hotels. Yet, for them to be leveraged in the right way, it is important to understand how social media works.

Indeed, as we have learned in this dissertation, in the current digital landscape, a one-size-fits-all approach to social media marketing is no longer effective. As demonstrated in the analysis, each platform attracts a distinct demographic with specific content preferences. For instance, Instagram and TikTok predominantly appeal to younger audiences who are drawn to visual content. These platforms work with high-quality images, short videos, and interactive features like Reels, which are particularly effective in conveying the aspirational aspects of luxury and the glamourize portrayal of sustainability. On the other hand, LinkedIn will attract a more professional and corporate audience, making it an ideal platform for sharing detailed information about sustainability certifications, corporate social responsibility (CSR) initiatives, and industry leadership in sustainable practices. Based on the research and analyses conducted throughout this dissertation, it is thus evident that luxury hotels must adopt a platform-specific approach to maximize this engagement.

To adopt a strategy of platform differentiation it is thus essential that the luxury hotel have an important knowledge on the audience and on the type of content preferred on every platform. To do so, it might be necessary to conduct a platform audit, to analyze the current social media presence across all the platforms, identify the strength and weaknesses of the existing content, and evaluate how it could align with the specific audience of each platform. As the specific case of the Fairmont Le Manoir Richelieu highlighted, it is then vital to develop a clear guideline for each platform, for what type of content should be shared, the tone, the visual style : we have seen the example of the visual content for Instagram, or

professional language for LinkedIn. The last but not least step should then be to leverage the statistics, to track the performance and continue to improve through time.

From such a perspective, it is also important to understand that this fact also concern the promotion of sustainability. Indeed, when it comes to sustainable promotion, it is crucial to create content that not only resonates with the audience but also effectively communicates the hotel's sustainable initiatives. As we have seen in this dissertation, it is evident that tailoring sustainable content to fit the specific requirements and expectations of each platform is key to maximizing engagement around such initiatives. Such a strategy then also applicates to the sustainability content. Hotels can ensure that their sustainable message resonates with the right audience by tailoring their content. In the study case of the Manoir Richelieu, we have observed that LinkedIn requires credibility and transparency, addressing a professional audience. On the other hand, on visual platforms such as Instagram, sustainability content must be carefully crafted to highlight not just the environmental benefits but also the luxurious experience that accompanies sustainable practices.

Yet, while glamourising sustainability can be effective in drawing viewers in, there is a critical balance that must be struck between creating visually appealing content and maintaining the relevance and authenticity of the sustainability message. Without this balance, there is a risk that the true purpose of the sustainable initiatives could be overshadowed, particularly in a market as discerning as luxury hospitality. It is thus crucial that this visual appeal does not come at the expense of the message's authenticity and relevance. If the content leans too heavily on glamour without conveying the core principles of sustainability, such as long term impact and responsibility, it risks being perceived as superficial or even greenwashing. It is thus vital for a marketing strategy that promotes sustainable initiatives, to maintain relevance and authenticity, even though it focuses on visual quality. To balance this focus on visual appeal, it is possible to incorporate storytelling : by using images and videos not just to showcase the luxury aspect of sustainability but to tell the story behind it, but also by highlighting the real impact and outcomes of an initiative. For example, a post about a sustainable practice should include real data, such as the amount of waste reduced. Such a strategy would help to build trust between the hotel and the potential guests, the audience.

b) Enhancing Reputation Through Sustainability

In the current landscape of hospitality, the particular sector of luxury hospitality is known as really competitive. In such a sector, the brand perception and the market positioning are crucial. From the perspective of our current society, the aspect of sustainability offers thus an opportunity for differentiation. Indeed, by leveraging sustainable practices, luxury hotels can enhance their reputation, but also attract more guests, as they propose a new type of experience of luxury.

Now that sustainability is a current expectation for a guest of luxury hotels, the establishments need to use such a concept as a competitive advantage. Thus, to leverage it in such a way, it should be important for hotels to highlight their sustainable practices, and emphasize the unique aspect of such initiative, to set it apart from competitors. When it comes to the Fairmont Le Manoir Richelieu, the sustainable team mainly uses the location of the Charlevoix region to its advantage, leveraging the Saint Lawrence River and the richness of its local product. From such a perspective, the certifications play a very important role, as they appear for the guests as a trust signal. By using and leveraging recognized sustainability certifications such as Green Key, hotels send a powerful trust signal for guests. These certifications provide third-party validation of the hotel's commitment to sustainability and can be prominently featured in marketing materials, websites, and social media campaigns to reinforce the hotel's credibility.

Yet, sustainability and the reputation of a luxury hotel are not only shaped by the direct interactions with guests, but also by its relationships with closer key stakeholders, such as employees, suppliers, or the local community. Engaging these stakeholders in sustainability initiatives is essential, as it could significantly enhance the hotel’s reputation from multiple angles, creating a more comprehensive and credible image. Such a strategy starts with involving the employees, who should be the first ambassadors of the hotel sustainability practices. Such an engagement also helps them to communicate the hotel’s sustainability story more effectively to guests, thus enhancing the overall guest experience for them. In the same way, working closely with suppliers whose values align with the hotel’s is essential : it helps to build a strong sustainable supply chain, reinforcing the reputation as a responsible luxury establishment.

c) Educating and attracting like-minded clients

My third and last recommendation concerning this study, should focus on the education of the clients. As we have mentioned it all along in this dissertation, sustainability is, firstly, a matter of education. Such values are communicated through education, whether this one comes from a personal perspective or from a professional one. Yet, we have seen that the alignment of client values with the hotel's sustainability initiatives is crucial, particularly in the context of event management. When the hotel's values are not shared by the client, it can lead to complex situations.

One of the most useful ways to attract clients who are committed to sustainability is by educating them about the benefits and importance of sustainable event practices. Educational content can be a very powerful tool to raise awareness and build a deeper understanding of how sustainability can enhance the overall event experience without compromising on the luxury aspect of it all. Such educational content can be shared through the form of case studies, or success stories from past events. For example, if the event manager can explain to his client how sustainable choices led to cost savings, improved guest experiences, or positive environmental impacts, the client could better understand the value of sustainability in his own event.

Moreover, the promotion of the hotel's values also helps to effectively attract clients who prioritize the same things. By aligning the hotel's event services with the values of these clients, hotels can create a more meaningful and successful event experience.

Finally, my last recommendation would be to encourage the client to choose sustainable options for their events by offering some incentives. In addition to promoting sustainable practices, such incentives would also provide a certain added-value to the client, making sustainable choices more attractive for him. The creation of discounts or special packages could help, for example by reducing rates for using locally sourced catering, or special packages that could feature eco-friendly decor and materials. For budget conscious clients, such incentives could really influence their choice.

Of course, such recommendations should be treated cautiously, as they cannot concern every type of luxury hotel. We are going to see in the next subpart that, for example, some of these recommendations could not have been applied in the hotel of my study case.

2) LIMITATIONS OF THE STUDY CASE

As with any research, this study is not without its limitations. While the case study of Fairmont Le Manoir Richelieu provides valuable insights into the intersection of luxury hospitality and sustainability, it is important to recognize the constraints that may affect the generalizability and applicability of the findings. These limitations stem from several factors, including the geographical location of the hotel, the inherent challenges posed by the brand's image, and the specific context within which the research was conducted.

Understanding these limitations is crucial for interpreting the results of this study and for considering how these findings might inform broader practices in the luxury hospitality sector. In this section, we will explore the key limitations associated with the study case, examining how these factors may have influenced the outcomes of the research and what implications they hold for the future development of sustainable practices in luxury hotels.

a) Infrastructure and geographical conditions

One of the primary limitations in implementing sustainability practices at Fairmont Le Manoir Richelieu stems from the age and infrastructure of the establishment itself. As a historic hotel with roots dating back to the 19th century, the building was constructed long before modern sustainability standards became a consideration. The architecture and existing infrastructure present unique challenges in retrofitting the hotel to meet contemporary environmental standards. For instance, the oldest construction materials and design elements, while contributing to the hotel's charm and heritage appeal, often limit the extent to which energy efficiency measures can be effectively implemented. Such an issue is expressed by the sustainability manager, explaining the notation of Green Key when it comes to the infrastructures :

> “You see, our worst rating in the Green Key, for every department, is the technical department. Of course, our building is 125 years old. We can't keep up with a hotel opening in 2020, so it takes time.”[90]

[90]Translated from French by Lola Courneil. Original text : “Tu vois, notre pire note dans les Green Key, pour chaque service, c’est le service technique. Forcément, notre bâtiment à 125 ans. On ne peut pas être à la hauteur d’un hôtel inauguré en 2020, donc ça prend du temps.”

Upgrading such a building to incorporate modern sustainable practices requires significant investment and can be technically challenging, which naturally constrains the pace and scope of sustainability initiatives. These factors create a barrier to fully integrating the latest sustainable technologies and practices, limiting the hotel's ability to achieve the same level of sustainability as newer, purpose-built luxury hotels.

In addition to the establishment itself, the region of Charlevoix presents its own set of geographical limitations. While the region is renowned for its stunning natural beauty and draws a significant number of tourists each year, it is located at a considerable distance from major urban centers such as Quebec City or Montreal. This remote location, while adding to the hotel's appeal as a secluded luxury destination, also complicates efforts to implement sustainable practices. The lack of readily accessible public transportation options means that most guests arrive by private vehicle, which increases the carbon footprint associated with each visit.

Additionally, the remote location makes it more difficult to source local, sustainable goods and services, as suppliers are often based far from the hotel. This logistical challenge can lead to increased costs and reduced availability of eco-friendly options, further complicating the hotel's sustainability efforts. J. expresses such an issue in the interview, as he states :

> “When it comes to furniture and decoration, we don't have much choice in the region. So often, customers bring in truckloads of furniture from Montreal or further afield to get exactly what they want [...] If customers want to bring in three hundred white chairs from Montreal for a twenty-minute ceremony, there's nothing we can do.” [91]

Such a geographical situation prevents the research from generalizing the Manoir’s strategy to all luxury hotels, especially urban luxury hotels which can more easily access sustainable resources and benefit from extensive public transportation networks.

Finally, on a broader scale, the national context of Canada adds another layer of complexity to the sustainability challenges faced by Fairmont Le Manoir Richelieu. Canada, as a highly developed country, offers a wealth of resources and a strong commitment to environmental stewardship. However, its vast and diverse landscape poses unique challenges

[91]Translated from French by Lola Courneil. Original text : “Concernant les meubles et la décoration, on a pas de choix dans la région. Donc souvent, les clients font venir des camions de mobilier depuis Montréal ou plus loin pour avoir exactement ce qu’ils veulent [...] Si les clients veulent venir faire trois cents chaises blanches de Montréal pour une cérémonie de vingt minutes, il n’y a rien qu’on peut faire.”

for sustainable development, particularly in remote and rural areas like Charlevoix. The country's size and relatively low population density mean that public transportation infrastructure is limited, especially outside major urban centers. This reality necessitates a reliance on private transportation, which conflicts with the goals of reducing carbon emissions and promoting sustainable travel. Moreover, the Canadian market, while supportive of sustainability initiatives, is characterized by a specific type of clientele who may not prioritize sustainability in the same way as guests in more densely populated, environmentally-conscious regions like Europe.

Such a context, with its unique geographical and cultural characteristics, presents a complex environment in which to implement and promote sustainable practices, further limiting the generalizability of the findings from this study to other regions or countries.

b) Brand image

The brand image of Fairmont, as one of the world's leading luxury hotel brands, imposes quite significant limitations on the sustainability initiatives that can be implemented at Fairmont Le Manoir Richelieu. Fairmont, known globally for its commitment to delivering luxury experiences, has established a standard of excellence that guests have come to expect. This brand identity is based on opulence, exclusivity, and exceptional service, which means that any changes to the hotel's operations must align with these high standards. As a result, while sustainability is a growing priority, the hotel must carefully balance eco-friendly initiatives with the need to maintain the luxurious experience that defines the Fairmont brand. This balancing act often restricts the scope of sustainability efforts, as the hotel cannot afford to introduce practices that might be perceived as diminishing the luxury experience. Even though the brand Fairmont does focus on sustainability, it is not the directive line of the brand, and the strategies are then quite limited, just as the way to study them. This study case is thus limited by the brand in itself, which cannot be generalized to all the luxury hospitality brands that exist : as some might reject the image of sustainability for comfort and opulence, others can also be even more innovative. The same reflection also applies for the Accor Hotel Group ; even though sustainability is one of the main pillars of such a group, the study led in this dissertation only applies to this group and cannot be generalized for all hotel brands.

Moreover, as mentioned earlier with more details, the brand image also imposes some limitations to the marketing strategy of the hotel, and thus, the promotion of

sustainability. This selective promotion of sustainability can limit the final impact of these initiatives, as guests and the broader public may not be fully aware of the hotel's efforts. . Additionally, the need to align with Accor's corporate marketing guidelines further restricts the study's scope, as it must account for the broader brand strategy rather than focusing solely on the specific context of Fairmont Le Manoir Richelieu.

c) Operational challenges

One of the most significant operational challenges I observed during my internship, is the financial burden associated with maintaining a luxury establishment like Fairmont Le Manoir Richelieu. The high operational costs inherent in running a luxury hotel, combined with the substantial budget required to sustain such a property, naturally limit the extent to which sustainable initiatives can be prioritized. In a setting where luxury is the foremost concern, substantial resources are allocated to ensuring that the guest experience meets the highest standards of opulence and exclusivity. This allocation leaves limited financial flexibility for the implementation of comprehensive sustainability measures, particularly those that require significant upfront investment or ongoing maintenance costs.

Another operational challenge that emerged from this study is the staffing constraints faced by the hotel's marketing team. Throughout the interviews, it was repeatedly mentioned that the marketing department is understaffed, which significantly hampers their ability to implement a comprehensive and effective marketing strategy. M. stated "there aren't enough of us in the team to work like that, although I'd like to"[92]. In an ideal scenario, a well-resourced marketing team would have the capacity to develop tailored content for each social media platform, ensuring that the hotel's sustainability initiatives are communicated effectively and resonate with the intended audience. However, the reality at Fairmont Le Manoir Richelieu is that the limited number of marketing personnel must juggle multiple responsibilities, leaving them with little time or resources to focus on the nuances of a sophisticated digital strategy.

This understaffing issue not only limits the ability to create and distribute content that highlights the hotel's sustainability efforts but also restricts the study's ability to assess the full potential of a targeted marketing approach. The lack of sufficient manpower means that

[92]Translation from French by Lola Courneil. Original text : "On est pas assez nombreux dans notre équipe pour fonctionner comme ça, même si j'aimerais bien."

the marketing team must prioritize tasks, often defaulting to more generic content that may not fully capture the innovative sustainability practices being implemented at the hotel. As a result, the effectiveness of the hotel's sustainability communication is diluted, and the study is constrained in its ability to analyze the impact of what could be a more robust and impactful marketing strategy.

3) LIMITATION OF THE RESEARCH

It is crucial to recognize that the limitations of the study case are not the only constraints affecting this research. The study itself also faces inherent limitations that must be acknowledged to fully understand the findings and their implications. The following section will thus focus into these research-specific limitations, providing a critical reflection on the study's scope, and methodology.

a) A limited generalizability

One of the major limitations of this research is its limited generalizability, coming from the focus on a single hotel within a single brand, in a specific geographic location. By focusing the study on Fairmont Le Manoir Richelieu, the findings are inherently tied to the unique characteristics of this particular establishment, which may not be fully representative of the broader luxury hospitality industry. The luxury world is vast and varied, encompassing a wide range of brands, each with its own identity, operational strategies, and approach to sustainability. As a result, the insights gained from this study may not be directly applicable to other luxury hotels, even within the same brand or region. Moreover, by focusing solely on Fairmont Le Manoir Richelieu, the study does not account for the diverse ways in which different luxury hotels, both within and outside of the Accor group, navigate the balance between luxury and sustainability. The findings are therefore specific to this hotel's unique context, influenced by its geographic location, operational constraints, and brand image, which may differ significantly from those of other luxury establishments.

However, it is important to note that this narrow focus was a deliberate choice, driven by the opportunity to conduct in-depth research from an internal perspective. My internship at Fairmont Le Manoir Richelieu provided me with unparalleled access to internal processes,

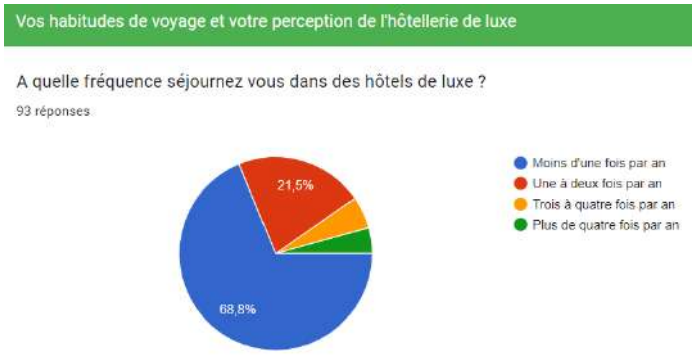
decision-making, and observations of the challenges and successes in implementing sustainability initiatives. This inside perspective allowed for a thorough and nuanced analysis, which may not have been possible in a broader, more generalized study. While this focus limits the ability to generalize the findings across the entire luxury hospitality sector, it also ensures a deeper, more detailed understanding within this particular hotel. Moreover, such a perspective allowed me to interview professionals working in this specific environment, also gaining their internal point of view as Catering services manager, Marketing team and Sustainable manager from the Fairmont Le Manoir Richelieu.

b) Limited answers in quantitative research

The second major limitation in my research is the limitation due to the quantitative research sample, which impacted the reliability and robustness of the findings. I am conscious that 93 is a limited number of responses, which makes it difficult to define conclusions about the relationship between luxury hospitality, sustainability, and social media. The small sample size reduces the statistical power of the study, making it difficult to identify significant patterns or trends that could be more easily observed in a larger, more diverse sample. This limitation is particularly significant given the complexity and variability of the luxury hospitality sector, where guest preferences and behaviors can vary widely based on factors such as geography, brand loyalty, and individual expectations of luxury. As a result, the findings from this research may not fully capture the breadth of opinions and behaviors that exist within the broader population of luxury hotel guests.

In addition to the size of the sample, another limitation is the potential bias. Given the limited number of respondents, there is a risk that those who did choose to participate may not be fully representative of the broader population of luxury hotel guests, especially as a majority of respondents were not usual guests of luxury hotels, as expressed in the question “How often do you stay in luxury hotels?”. The vast majority, 68.8 % , answered “Less than once a year”, highlighting the fact that most of them rarely visited such establishments.

Figure 21 : At what frequency do you stay in luxury hotels ?



The limitation in the respondent profile largely comes from the confidentiality constraints imposed by the research context. Due to the need to maintain guest privacy and confidentiality, I was unable to directly survey guests from Fairmont Le Manoir Richelieu. As a result, the survey was distributed to a broader audience, many of whom do not typically stay in luxury accommodations. While this approach allowed for some valuable insights, it also limited the scope of the research, as the findings are less directly applicable to the specific population of luxury hotel guests that this study aims to understand. Despite these constraints, the responses still provide a useful, albeit narrower, perspective on the role of sustainability in luxury hospitality, particularly in terms of general consumer attitudes rather than the specific preferences of luxury travelers.

CONCLUSION

The writing of this final part of my dissertation, allowed me to bring to light a number of significant elements that have enabled us to provide an answer to our problematic. It has allowed us to delve deeply into the complexities of implementing and promoting sustainability from a luxury hotel perspective. The challenges faced by the sector of luxury hospitality when it comes to settling a long-term sustainable strategy and promoting it, are quite various, yet, our qualitative and quantitative research have highlighted that such a strategy will definitely influence market positioning, guest satisfaction, and event success.

Indeed, the results of the studies carried out revealed that sustainable strategies and its digital promotion could definitely participate in the success of a luxury hotel, on condition that they follow some rules, and are settled in a way that does not outshine the guest experience. The respect of certain fundamental elements such as platform differentiation, tailored content, and educational purpose, appear as essential in order to settle a long-term and successful strategy.

These studies also enabled us to unveil some of the answers to our three hypotheses. Their analysis gave us a better idea of the operational challenges faced when it comes to promoting sustainable initiatives, both in hospitality and event sectors, but it also helped to determine the guest expectations and perception of such practices in a world usually associated with excess and opulence. The findings have validated our initial hypotheses to varying degrees.

Finally, the aim was to put forward a number of recommendations, in order to acknowledge the broader implications of these findings for the luxury hospitality sector. The insights gained from this research not only contribute to the understanding of sustainability in luxury hotels but also provide a roadmap for future strategies aimed at enhancing both environmental responsibility and its digital promotion success. Yet, it was also important to emphasize the limitations of the research, both based on my study case, and the research

GENERAL CONCLUSION

In a world increasingly defined by environmental awareness and social responsibility, the juxtaposition of luxury and sustainability once seemed paradoxical. However, as this dissertation has explored, these concepts are not only compatible but can also complement one another to create a more profound and meaningful luxury experience.

As we have seen all along this dissertation, the luxury hospitality sector, traditionally synonymous with opulence and exclusivity, is undergoing a significant transformation as it integrates sustainability into its main operations. This change reflects a broader societal issue, where luxury is no longer solely defined by its excess but increasingly by ethical considerations and social responsibility. In such a context, the challenge for luxury hotels is not only to settle sustainable practices but also to communicate these efforts effectively to a specific clientele that values both luxury and sustainability. Moreover, if social media plays a crucial role in such communication, promoting such content on these platforms presents its own set of challenges. Unlike traditional luxury marketing, which often emphasizes exclusivity, sustainability requires a more nuanced approach. The content must balance the allure of luxury with the authenticity of sustainable practices.

The Fairmont Le Manoir Richelieu served as an interesting case study, illustrating how a luxury hotel can navigate the challenges of maintaining its prestigious brand image while adopting sustainable practices. The findings from the qualitative interviews with professionals in the field highlighted the delicate balance between upholding luxury standards and meeting the growing demand for sustainability. Meanwhile, the quantitative research underscored the complex role of sustainability in our society's current priority order.

By confronting the results to the hypotheses, it became clear that while there are significant challenges in aligning sustainability with luxury, particularly in the context of events, these challenges are not insurmountable. The success of sustainable practices in luxury hospitality mainly depends on value alignment between the hotel and its clients, the strategic use of digital platforms, and the commitment to transparent and authentic communication.

Ultimately, this dissertation answers the central research question: luxury hotels can indeed enhance their market positioning and guest satisfaction by effectively implementing

and promoting sustainable strategies. However, the journey towards sustainability is continuously evolving, and it requires adaptation to meet the changing consumer expectations and environmental standards.

As we look to the future, the integration of sustainability in luxury hospitality will likely become not just a competitive advantage but a baseline expectation. The challenge for luxury hotels will be to continue to innovate in their sustainable practices while preserving the essence of luxury that defines their brand and their sector. Moreover, this study opens the door for further research into the specifics of how different cultural contexts might influence the integration of sustainability in luxury hospitality, as this dissertation only focuses on one specific hotel of the Quebec region.

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Appendix A : Interview guide for the Sustainability Manager of the Fairmont Le Manoir Richelieu

1) Avant tout, merci de m'accorder de ton temps pour répondre à mes questions. Pour recontextualiser, je suis actuellement en deuxième année de Master Tourism, Hospitality and Food Studies à l'Isthia, à Toulouse, en France, et le sujet de mon mémoire porte sur la promotion des stratégies de développement durable des hôtels de luxe sur les réseaux sociaux, et tout en précisant sur le département évenementiel. Je spécialise donc mon étude de cas sur le Fairmont Manoir Richelieu, pour voir comment l'hôtel développe ses stratégies de développement durable, et comment les promouvoir auprès du client, surtout sur les réseaux sociaux.

Avant de commencer, je précise que l'entretien sera retranscrit de façon anonyme, et que tout ce qui sera dit sera donc confidentiel.

2) Pour commencer, est ce que tu pourrais te présenter brièvement, et expliquer ton rôle dans l'hôtel ?

3) Que penses-tu de l'évolution de la place que prend le développement durable dans le monde de l'hôtellerie, surtout ces dernières années ?

4) Quelles sont les principales stratégies de développement durable mises en place au Fairmont Le Manoir Richelieu ?

5) Penses-tu que de tels changements peuvent impacter l'image de marque d'un hôtel de luxe, que ce soit positivement ou négativement ?

6) Et du coup, comment l'hôtel fait la promotion des pratiques de développement durable auprès de ses clients sur place ?

7) Penses-tu que les réseaux sociaux sont un bon outil pour promouvoir le développement durable auprès de potentiels clients ?

8) Est-ce que tu aurais un autre exemple de post ou de campagne de communication sur les réseaux sociaux qui ont bien fonctionné concernant le développement durable ?

9) Et du côté événementiel de l'hôtel, quelles sont les actions mises en place pour favoriser le développement durable ? Penses-tu que cela peut avoir un impact au niveau des clients ?

10) Quelles sont les futures stratégies que tu souhaiterais mettre en place ?

11) Pour finir, as-tu quelque chose à ajouter concernant l'un des sujets abordés lors de cet entretien ?
Je te remercie d'avoir pris le temps de répondre à mes questions et de m'avoir aidé dans la rédaction de mon mémoire, c'était vraiment très intéressant de pouvoir discuter de tout ça avec toi.

Appendix B : Interview guide for the Marketing team of the Fairmont Le Manoir Richelieu

1) Avant tout, merci de m'accorder de ton temps pour répondre à mes questions. Pour recontextualiser, je suis actuellement en deuxième année de Master Tourism, Hospitality and Food Studies à l'Isthia, à Toulouse, en France, et le sujet de mon mémoire porte sur la promotion des stratégies de développement durable des hôtels de luxe sur les réseaux sociaux, et tout en précisant sur le département évenementiel. Je spécialise donc mon étude de cas sur le Fairmont Manoir Richelieu, pour voir comment l'hôtel promeut cela sur ses plateformes, donc c'est essentiel pour moi de t'interroger à ce sujet.

2) Avant tout, est ce que tu pourrais te présenter brièvement, et expliquer ton rôle dans l'hôtel ?

3) Pour toi, de ton point de vue personnel, quel est le rôle des réseaux sociaux dans la stratégie marketing d'un hôtel de luxe ?

4) Est-ce-que tu penses que chaque réseau a la même utilité dans cette stratégie, où chacun apporte sa pierre à l'édifice et permet de promouvoir quelque chose de différent ?

5) Quels sont les principaux buts de la stratégie marketing du Manoir Richelieu en particulier ?

6) Tu sais bien évidemment déjà que, grâce aux lignes directrices de Accor, ainsi que par les efforts des employés, l'hôtel a une stratégie de développement durable très développée. Penses-tu que les réseaux sociaux sont un bon endroit où promouvoir une telle stratégie, ou du moins, les efforts fait par l'hôtel ?

7) Par quels moyens essayez-vous de promouvoir les efforts de développement durable ?

8) Quels sont les réseaux qui conviennent le mieux à une telle promotion selon toi ?

9) Quels types de contenu (photos, vidéos, infographies, etc.) sont les plus efficaces pour promouvoir la durabilité sur les réseaux sociaux ?

10) Comment sont reçu les posts qui tournent autour du développement durable concernant les chiffres et les réactions de l'audience ?

11) Penses-tu qu'une telle promotion peut impacter l'image de marque de l'hôtel, que cela soit positivement ou négativement ?

12) De la même façon, penses tu que la stratégie de développement durable concernant le côté événementiel de l'hôtel est développé sur les réseaux ? Y a-t-il des projets en cours de ce côté-là ?

13) Pour finir, as-tu quelque chose à ajouter concernant l'un des sujets abordés lors de cet entretien ?
Je te remercie d'avoir pris le temps de répondre à mes questions et de m'avoir aidé dans la rédaction de mon mémoire.

Appendix C : Interview guide for a Catering Service Manager of the Fairmont Le Manoir Richelieu

1) Avant tout, merci de m'accorder de ton temps pour répondre à mes questions. Pour recontextualiser, je suis actuellement en deuxième année de Master Tourism, Hospitality and Food Studies à l'Isthia, à Toulouse, en France, et le sujet de mon mémoire porte sur la promotion des stratégies de développement durable des hôtels de luxe sur les réseaux sociaux, et tout en précisant sur le département évenementiel. Je spécialise donc mon étude de cas sur le Fairmont Manoir Richelieu, pour voir comment l'aspect événementiel d'un hôtel de luxe s'intègre avec les stratégies de développement durable.
Avant de commencer, je précise que l'entretien sera retranscrit de façon anonyme, et que tout ce qui sera dit sera donc confidentiel.
Avant tout, est ce que tu pourrais te présenter brièvement, et expliquer ton rôle dans l'hôtel ?

2) Quelles sont les principales initiatives de développement durable qui sont mises en place dans les événements que vous organisez ?

3) Est-ce que l'importance du développement durable dans la stratégie de l'hôtel apparaît comme un point important pour vos clients ?

4) Quels genre de défis rencontrez-vous pour intégrer les pratiques de développement durable dans les événements sans compromettre la satisfaction des clients?

5) Comment assurez-vous un équilibre entre les attentes des clients et les consignes de développement durable de l'hôtel ? Et comment gérez-vous les situations où les exigences des clients sont en conflit avec les objectifs de durabilité de l'hôtel ?

6) Et est ce que dans le sens inverse, tu as des exemples d'événements où les clients avaient des attentes spéciales concernant le développement durable ?Comment vous êtes vous adapté ?

7) Comment pensez-vous que l'hôtel pourrait mieux sensibiliser les clients à l'importance des pratiques durables lors des événements ?

8) Comment mesurez-vous l'impact des pratiques durables mises en place lors des événements ?

9) Est ce que tu penses que les pratiques durables ont un impact sur la réputation de l'hôtel et sur la satisfaction globale des clients ?

10) Pour finir, as-tu quelque chose à ajouter concernant l'un des sujets abordés lors de cet entretien ?
Je te remercie d'avoir pris le temps de répondre à mes questions et de m'aider dans la rédaction de mon mémoire.

Appendix D : Transcript of the interview conducted with the Sustainability Manager of the Fairmont Le Manoir Richelieu

I : Avant tout, merci de m'accorder de ton temps pour répondre à mes questions. Pour recontextualiser, je suis actuellement en deuxième année de Master Tourism, Hospitality and Food Studies à l'Isthia, à Toulouse, en France, et le sujet de mon mémoire porte sur la promotion des stratégies de développement durable des hôtels de luxe sur les réseaux sociaux, et tout en précisant sur le département évenementiel. Je spécialise donc mon étude de cas sur le Fairmont Manoir Richelieu, pour voir comment l'hôtel développe ses stratégies de développement durable, et comment les promouvoir auprès du client, surtout sur les réseaux sociaux.

I : Avant de commencer, je précise que l'entretien sera retranscrit de façon anonyme, et que tout ce qui sera dit sera donc confidentiel.

I : Pour commencer, est ce que tu pourrais te présenter brièvement, et expliquer ton rôle dans l'hôtel ?

E : Moi je m'appelle E. et je suis adjointe de direction et responsable du développement durable à l'hôtel Fairmont Le Manoir Richelieu. Donc, concernant mes tâches, je m'occupe surtout avec la partie du directeur général de ses demandes personnelles envers certains des VIP, comme arranger des séjours, organiser les événements avec des personnes de chez Accor qui viennent nous voir et visiter l'hôtel. Mon rôle dans la partie développement durable,c'est coordonner toutes les relations avec toutes les instances des acteurs de la région. Par exemple la MRC de Charlevoix, ou l'ATR qui est l'équivalent de l'office du tourisme, mais aussi la mairie. C'est très important de coordonner ces relations afin de pouvoir par la suite promouvoir nos actions en termes de développement durable. Moi, je suis beaucoup en relation avec l'exécutif, les directeurs de corporatif de chez Accor qui travaille pour Fairmont spécifiquement, surtout pour pouvoir implémenter toutes les directives qu'on a pour l'année 24.

I : Comment fonctionnent ces relations ?

E : Comment ça fonctionne? On a des objectifs en termes de développement durable qu'on doit réaliser à la fin de l'année. Si on ne les réalise pas, le monde ne va pas s'écrouler, mais d'un point de vue interne, le comité exécutif va avoir des sanctions, on va dire. Donc, c'est à nous de faire en sorte, au mieux, de les appliquer. L'année dernière, on avait cinq objectifs, cette année, on en a neuf. Là, cette année, Accor a décidé de rendre les pratiques de développement durable vraiment obligatoires. Mais à côté de ça aussi, mon rôle, c'est aussi de développer d'autres parties du développement durable qui ne sont pas obligatoires, pas dictées par Accor .

I : Merci pour ce résumé assez complet de tes tâches. Que penses-tu de l'évolution de la place que prend le développement durable dans le monde de l'hôtellerie, surtout ces dernières années ?

E : Pour moi, c'est quelque chose qui est comme obligatoire de nos jours. Que ce soit dans le domaine de l'hôtellerie ou même dans n'importe quel domaine, on est en train de vivre dans un monde où, malheureusement, avec la pollution qu'il y a… si on veut sauver la planète à un moment donné, il faut que les entreprises prennent les choses en action. Tu sais, Accor a toujours été engagé pour le développement durable. Et puis, on a la chance de faire partie du groupe Accor, mais il faut savoir que la chaîne Fairmont avant 2016 n'était pas dans le groupe Accor, mais a toujours été engagée dans le développement durable. Il faut savoir que c'est un des pionniers dans ce domaine, dans l'hôtellerie. Certes, les hôtels n'ont pas tous quelqu'un à temps plein pour ça, mais moi je constate une évolution qui est certaine. Par exemple, tous les hôtels Raffles, qui est maintenant une marque affiliée à Fairmont, ils ont tous tout récemment engager quelqu'un à temps plein pour s'occuper du développement durable, que ça soit juste un petit coordinateur, manager ou directeur. C'est quelque chose qui devient de plus en plus obligatoire. Mais, il faut aussi que les grands patrons s'y intéressent.

E : Comme le CEO de Raffles, c'est un super exemple, c'est quelqu'un pour qui, le développement durable n'est pas une option. Je sais qu'il a travaillé pour le groupe Six Senses, et chez eux, les postes de responsables du développement durable, c'est obligatoire. A l'ouverture d'un hôtel, il y a d'office un poste. Ici, dans notre région, ce genre de poste, ça représente une masse salariale, mais selon les régions du monde, c'est plus facile. Par exemple, mes collègues du Fairmont à Mayakoba, ils sont deux - en revanche, le salaire et le niveau de vie n'est pas le même.

E : De la même façon, il faut aussi que ça soit un point important pour les propriétaires de l'hôtel, il faut avoir leur aval. C'est pour ça que c'est important d'avoir une direction engagée. Enfin, je vais peut-être un peu trop loin dans mes explications.

I : Non, pas du tout. Je vois où tu veux en venir.

E : De plus en plus de directeurs sont engagés, et Accor l'exige. Tu sais, il y a quelques semaines, il y a eu une conférence de Général Manager du monde entier à Istanbul, et Brune Poirson, la directrice du développement durable de chez Accor était présente. Elle s'est déplacée, et à parler avec eux. Ils ont fait comprendre à tout le monde que le développement durable est essentiel aujourd'hui. Par exemple, là, en ce moment, on travaille dur avec le comité exécutif pour implémenter des pratiques de développement durable dans le CAPEX pour les cinq prochaines années. Donc moi je trouve qu'il y a eu vraiment un beau changement. Les gens sont de plus en plus sensibilisés, c'est génial.

E : Tu sais, le Manoir est un pionnier dans ce domaine, surtout depuis le G7 en 2018. Depuis cet événement, c'est le premier hôtel au Québec qui a éliminé tout ce qui était plastique à

usage unique. Ce n'était pas exigé par Accor à l'époque. Il y a de plus en plus d'efforts qui sont faits.

I : Je vois. Et c'est vraiment important d'avoir quelqu'un dédié à ces tâches du coup.

E : Oui, vraiment. Ici, il n'y avait personne à temps plein là dessus, on va dire. Par exemple, c'était un superviseur qui s'en occupait, mais avec toutes les tâches qu'il y a à faire à côté, c'est dur de s'investir. Par exemple, la directrice du marketing s'implique vachement avec moi, mais il reste qu'elle a ses propres tâches à faire, et qu'elle n'a pas toujours le temps. C'est super important pour les audit, par exemple, que quelqu'un connaisse le dossier dans sa totalité.

I : Quelles sont les principales stratégies de développement durable mises en place au Fairmont Le Manoir Richelieu ?

E : Pour cette année, où en général ?

I : Les deux, mais tu peux préciser sur cette année si tu veux.

E : Pour cette année les deux gros points, c'est le carbone et le gaspillage alimentaire. Donc il y a il y a d'autres points bien entendu, mais ça c'est plus gros point d'un point de vue opérationnel, parce qu'il faut changer les habitudes. Du côté cuisine et restauration, on doit réduire notre gaspillage alimentaire de 10 %. Donc on a implanté les poubelles anti-gaspi Orbisk. Tu sais, quand on voit les poubelles intelligentes, les employés commencent à rigoler, mais maintenant, moi personnellement, je constate qu'avec l'équipe de cuisine, il y a un travail qui s'est fait. Ils ont préparé les équipes en amont avec une formation. Et je veux pas dire que c'est devenu une habitude en moins d'un mois mais presque. Mais voilà, l'autre challenge qu'on a, c'est la restauration pour le retour des assiettes. Parce que l'idéal voudrait qu'on retourne chaque assiette directement à la poubelle mais d'un point de vue pratique, ce n'est pas possible. Donc on a encore des défis. Une poubelle du même type s'en vient à la cafétéria des employés, donc c'est vraiment un vrai enjeu. Le staff de cuisine est formé, mais à voir comment les autres vont réagir.

I : Je vois, il faut que tout le monde prenne l'habitude.

E : C'est ça, donc il faudra être présent pour sensibiliser et expliquer. Donc voilà, le gaspillage alimentaire c'est quelque chose. Parce que mine de rien, dans les hôtels, quand on regarde la production de nourriture, c'est ça la principale perte. Le but, c'est de minimiser les coûts, mais là depuis un moment, je constate que il y a quand même de moins en moins de perte, c'est vraiment génial.

E : Puis sinon, la partie carbone, c'est une autre grosse partie. On doit faire un audit énergétique pour présenter ça aux propriétaires. On nous l'impose pour cette année, et c'est un budget. C'est une directive d'accord. Normalement, quand il y a des grosses dépenses ou

autres, on prévoit pour l'année d'après, c'est dans le budget de l'année d'après. C'est comme ça que ça se passe, sauf si on a un budget, mais c'est pas tous les départements qui peuvent débloquer 30 000 $. C'est comme ça. Mais là c'est demandé par Accor. Il n'y a pas le choix, c'est cette année, et ça n'a pas été prévu dans le budget qui a été approuvé en amont par les propriétaires. C'est une autre problématique. Le but, c'est de réduire l'énergie, et d'émettre 0 carbone en 2030. C'est un gros défi qu'Accor se lance.

E : Après, on a des objectifs du point de vue de l'hôtel. On aimerait être dans le groupe Fairmont une référence en terme de développement durable. Notre nouveau Directeur Général, qui a beaucoup de points de comparaison, il trouve qu'on est déjà très en avance, et qu'on fait beaucoup de choses.

E : L'un des projets qu'on a sur le long terme, c'est de développer l'accessibilité, pour l'hôtel, mais aussi pour la région. C'est ça qui est important. Moi, j'aimerais beaucoup qu'on rende la région Charlevoix accessible pour tous, en gagnant des labels qui ont été développés, des certification en termes d'accessibilité pour les handicaps. Mais encore une fois, ça prend quelqu'un pour faire ces actions là. Donc c'est surtout ça. Et puis même comment sur le long terme, c'est la gestion des déchets. Moi, j'aimerais beaucoup qu'on soit certifiés élite au niveau de ça Ici, on sait qu'on est actuellement performance premium, c'est le quatrième niveau sur cinq. On y travaille, mais ce sont des projets sur le long terme qui demandent du travail, et les financements nécessaires.

I : Penses-tu que de tels changements peuvent impacter l'image de marque d'un hôtel de luxe, que ce soit positivement ou négativement ?

E : Totalement, totalement. Quand on a eu la cinquième Green Key, que ce soit réunion la globale par exemple. On a été le premier hôtel au Québec à obtenir la nouvelle certification clé verte globale. Avant, cette certification, c'était juste une case à cocher : aucun justificatif, aucun audit… Maintenant, ils ont tout changé. Ils nous ont quand même bien préparé, tu sais, même Accor aussi nous a préparé sur la nouvelle certification. On a eu l'audit en février passé, on a été certifié, on a été le premier au Québec à avoir les cinq clés avec la nouvelle certification. Quand ça a été diffusé sur nos réseaux comme Linkedin, on a eu beaucoup de retours. Au niveau événementiel, par exemple, des entreprises ont contacté l'équipe pour nous dire "Wow, félicitations !". Ca a un impact, parce que, tu sais, un client qui va faire un événement, quand il prospecte, si par exemple c'est plus cher mais que c'est dans les valeurs du clients, ça va pas le déranger de payer plus cher pour une stratégie de sustainability plus développée. Puis, même ça a aussi inspiré nos confrères. Le Fairmont Reine Elisabeth, à Montréal,ils auraient bien aimé être les premiers, donc ça les a inspiré. Tu vois, quatre mois plus tard, on est quatre hôtels au Québec à avoir les cinq Green Key.

I : Le Manoir a lancé un mouvement !

E : Exactement. Tu vois, notre pire note dans les Green Key, pour chaque service, c'est le service technique. Forcément, notre bâtiment à 125 ans. On ne peut pas être à la hauteur d'un

hôtel inauguré en 2020, donc ça prend du temps. Mais on a quand même réussi à obtenir la cinquième clé !

I : Et du coup, comment l'hôtel fait la promotion des pratiques de développement durable auprès de ses clients sur place ?

E : Sur place ? Sur place, je t'avoue que c'est pas encore très développé. Si tu veux, on a de la documentation dans les chambres pour réutiliser les draps et les serviettes afin d'éviter le gaspillage de l'eau. On a également fait un petit atelier pour les abeilles pour sensibiliser nos abeilles et il y a une ruche d'expositions. Ensuite, nos concierges sont censés tout savoir de nos actions. Après sur place, je t'avoue que ça fait partie aussi d'un de mes projets. Je trouve qu'à mon goût, il n'y a pas assez de communication. Tu sais,on a affiché le logo des Green Key, mais les gens, des fois, ils savent même pas ce que c'est la signification. Pareil sur nos menus, on a les certifications Fourchettes Bleues, Aliments du Québec qui sont mis en avant auprès des clients, mais c'est pas forcément expliqué. On essaie quand même de le mettre en place. On parle du GREM, le groupe de recherche de mammifères marins qui est basé à Tadoussac, qui est l'un de nos partenaires. On a adopté Perle, un beluga avec eux, et on en parle à notre Centre de Mieux Être. Mais selon moi, il y a énormément d'efforts à faire encore pour l'expérience sur place.

E : Moi, dans mon idée, j'aimerais qu'on ait une place où on puisse bien parler de tout ce qu'on fait, même faire des activités avec les gens, ce serait le fun, tout simplement. Pour moi, on n'est pas encore au niveau que je souhaiterais, il y a des communications qui sont faites mais pas assez à mon goût. Mais après aussi, on doit respecter des standards vu qu'on est la marque Fairmont. On a pas la liberté de faire tout ce que l'on veut.

I : Donc une grosse partie de la communication se fait sur les réseaux sociaux ?

E : Oui, c'est aussi pourquoi je travaille beaucoup avec l'équipe marketing. On a un calendrier. Même au niveau du développement durable, on a notre calendrier de publication et on essaye de choisir des journées thématiques. La dernière journée, c'était la journée des abeilles. Il y a beaucoup de journée thématique, mais ce n'est pas toujours pratique d'un point de vue opérationnel, alors on s'arrange. Et puis ça aide aussi notre département marketing à faire du contenu, parce que eux aussi ont des objectifs en tête. Aujourd'hui, ce genre de journée thématique, c'est un peu obligatoire : tous les hôtels font des posts. Mais c'est aussi bien de personnaliser : par exemple, notre hôtel est plus concerné par la journée des baleines grâce à la proximité du Saint Laurent que Montréal.

E : Après, on ne peut pas forcément publier toutes nos stratégies. Il faut que ça soit pertinent. Par exemple, nous donnons la consigne des canettes de boissons à une association du Saguenay, mais il n'y a pas forcément d'intérêt à trop promouvoir là-dessus. On essaie de promouvoir l'essentiel tout en s'accordant avec les objectifs et les priorités du marketing. On est une équipe.

I : Du coup, penses-tu que les réseaux sociaux sont un bon outil pour promouvoir le développement durable auprès de potentiels clients ?

E : Oui, c'est vraiment important je trouve. Tu vois, la dernière fois, on a organisé un nettoyage de la ville de Baie Saint Paul, et le festival local qui attire beaucoup de monde a republié nos posts. C'est une manière de faire connaître nos actions à nos clients, mais pas que.

I : Est-ce que tu aurais un autre exemple de post ou de campagne de communication sur les réseaux sociaux qui ont bien fonctionné concernant le développement durable ?

E : **T**u sais, si je devais en choisir un, c'est surtout l'obtention de la cinquième clé verte. Je ne veux pas dire qu'on a explosé des records, mais quand même. Cela a énormément fonctionné, surtout sur Linkedin. De la même façon, nous faisons la promotion de notre miel et de nos ruches d'abeilles pour le 125 ans du Manoir. C'est aussi quelque chose qui intéresse les gens, parce que les abeilles, c'est l'avenir. Bien sûr, ce n'est pas la même audience, et c'est un engagement différent que l'obtention d'une certification, mais les deux ont bien marché. L'impact n'était pas le même car les cibles étaient différentes, mais tout de même !

I : Et du côté événementiel de l'hôtel, quelles sont les actions mises en place pour favoriser le développement durable ? Penses-tu que cela peut avoir un impact au niveau des clients ?

E : En fait, du côté événementiel, c'est quand même surtout le rôle des vendeurs. Ils sont censés lire la charte de nos engagements et les transmettre à nos clients. Le rôle de la team événementielle, bien sûr, c'est de le rappeler aux clients une fois sur place. Par exemple, si les clients souhaitent distribuer des bouteilles en plastique, on ne peut pas le faire. Les clients peuvent en ramener eux même en commandite par exemple, mais il ne faut surtout pas encourager cela. J'aimerais que l'on soit plus strict à ce sujet, j'en ai parlé avec la direction. Tu sais même par exemple, la dernière fois,le tournoi de golf, ils avaient une commandite. Donc tu sais, ça ne vient pas de nous, il s'agit de quelqu'un d'autre, mais ils avaient tous des bouteilles en plastique sur leur kart. Pour moi c'est pas possible. Pour moi on devrait interdire ça. Mais c'est compliqué. Même combat avec les ballons gonflables : ça rentre dans la chaîne du plastique interdite par Accor. On ne peut pas, on ne peut pas. Après, le client ne veut pas comprendre pourquoi, c'est sûr que oui, je comprends qu'on a pas envie de perdre un client. Il y a aussi ça aussi, mais tu peux proposer des alternatives.

E : Après, en offre pour l'événementiel, on fait attention pour l'air conditionné, on donne les surplus de nourriture. Dans les set up, on fait en sorte que ça soit des carafes d'eau, des pichets et pas des déchets à usage unique. Les stylos sont en métal, les carnets de notes sont recyclés et recyclables. C'est vrai que côté événementiel, je pense qu'on pourrait faire encore plus, parce que c'est vrai que toute la partie qui est gérée par les clients eux même, ils ont aussi leur programme de développement durable, mais ce n'est pas de notre ressort, c'est comme ça.

E : C'est aussi ça le challenge des hôtels, c'est quand tu fais appel à des prestataires. Il y a ça aussi parce que quand tu fais les choses par toi-même, tu peux être sûr que ça a été fait dans les normes. Mais les prestataires, c'est plus compliqué. Pour l'audiovisuel, on a de la chance avec Encore, ils ont des pratiques similaires aux nôtres. C'est demandé pour les Green key aussi, d'avoir des prestataires qui s'engagent en terme de développement durable.

I : Et du coup, on en a déjà un peu parlé, mais quelles sont les futures stratégies que tu souhaiterais mettre en place ?

E : Moi, mes projets futurs, c'est surtout par rapport à l'accessibilité, comme on en a parlé plus tôt. C'est surtout ça. Et avoir une expérience client vraiment plus réelle, continuer et plus mettre en avant la communauté, même si je trouve qu'on en fait beaucoup. Mais oui, je trouve que c'est important aussi d'inviter la communauté à participer à ce qu'on fait.

I : Oui, surtout que Le Manoir joue un rôle super important dans la région.

E : C'est ça !

I : Pour finir, as-tu quelque chose à ajouter concernant l'un des sujets abordés lors de cet entretien ?

E : Non, je pense que j'ai dis tout ce que j'avais à dire ! Si tu as d'autres questions, n'hésite surtout pas !

I : Je te remercie d'avoir pris le temps de répondre à mes questions et de m'avoir aidé dans la rédaction de mon mémoire, c'était vraiment très intéressant de pouvoir discuter de tout ça avec toi.

Appendix E : Transcript of the interview conducted with the Marketing Manager of the Fairmont Le Manoir Richelieu

I : Avant tout, merci de m'accorder de ton temps pour répondre à mes questions. Pour recontextualiser, je suis actuellement en deuxième année de Master Tourism, Hospitality and Food Studies à l'Isthia, à Toulouse, en France, et le sujet de mon mémoire porte sur la promotion des stratégies de développement durable des hôtels de luxe sur les réseaux sociaux, et tout en précisant sur le département évenementiel. Je spécialise donc mon étude de cas sur le Fairmont Manoir Richelieu, pour voir comment l'hôtel promeut cela sur ses plateformes, donc c'est essentiel pour moi de t'interroger à ce sujet.
Avant de commencer, je précise que l'entretien sera retranscrit de façon anonyme, et que tout ce qui sera dit sera donc confidentiel.

I : Avant tout, est ce que tu pourrais te présenter brièvement, et expliquer ton rôle dans l'hôtel ?

M : Oui, bien sûr ! Alors moi, c'est M. Je suis gérante des relations publiques et du marketing digital pour le Fairmont Le Manoir Richelieu, et mon rôle est de promouvoir l'hôtel au niveau local, régional et international. Donc autant, bah justement par le bouche à oreille ou par internet.

I : Donc tu ne t'occupe pas que du marketing digital ?

M : Exactement. Il y a aussi le côté humain avec les relations publiques, la presse, les médias, les créateurs de contenus…

I : Pour toi, de ton point de vue personnel, quel est le rôle des réseaux sociaux dans la stratégie marketing d'un hôtel de luxe ?

M : C'est une large question. Aujourd'hui, on ne peut rien faire sans avoir une présence digitale. Surtout en plus avec l'arrivée de l'ère de l'IA, là on a pas le choix que de se mettre à la page. On est même encore un cran en retard de ce qu'on devrait être, enfin pour moi. Mais bon, c'est comme ça. C'est essentiel d'être sur les réseaux sociaux de nos jours. Bien sûr, il y a plein de petites institutions qui fonctionnent sans, mais c'est toujours une exposition en plus qui est faite, avec Tiktok etc, quand il y a quelque chose, tu en entends forcément parler sur les réseaux sociaux. Et puis une présence là, comme une marque, comme Accor et même plus particulièrement des marques de luxe comme Fairmont, pour nous c'est essentiel.

M : On a des standards à respecter avec Accor, et Fairmont nous guide. On ne peut pas poster tout et n'importe quoi. Dans les grandes entreprises tu sais, plus c'est grand, plus il y a cet effet d'entonnoir. Tu vois, à mon bureau, j'ai tout afficher, la liste des standards, des typologies, colorimétries…

I : Je vois, tu as vraiment des règles imposées. Je suppose aussi que tu as un calendrier aussi à respecter. C'est imposé par Accor et Fairmont ?
M : Au niveau des réseaux sociaux ?

I : Oui !

M : C'est vrai qu'il y a des événements et des jours thématiques qu'on doit respecter. En général, il y en a un par mois. En fonction, il se peut que tu ne les respectes pas toujours, mais il faut quand même en avoir assez souvent, c'est imposé. Par exemple, on va sûrement en reparler plus tard dans l'entretien, mais le Jour de la Terre, c'est quelque chose qui est vraiment imposé chez Fairmont, donc on participe justement en postant à ce propos !

I : Est-ce-que tu penses que chaque réseau a la même utilité dans cette stratégie, où chacun apporte sa pierre à l'édifice et permet de promouvoir quelque chose de différent ?

M : Ça dépend. C'est sûr que non. Un produit, tu vas pas le promouvoir d'une même façon que l'hôtel en lui-même. Par exemple, sur nos réseaux, sur Instagram, on a intégré le bouton Shopify. Les gens ont l'opportunité de réserver directement au restaurant, ou à l'hôtel, juste en cliquant sur la photo. C'est sûr que là pour un hôtel d'avoir ça c'est cool, ça donne envie de, en un clic de réserver plus facilement le restaurant ou de promouvoir ton événement. C'est tout nouveau, on ne l'avait pas, mais de nos jours, c'est essentiel de l'avoir. Donc c'est sûr que tu ne fais pas la même promotion en fonction du produit que tu vends, donc on ne communique pas de la même manière.

M : Moi tu vois, par exemple, j'adore la stratégie de communication de Mama Shelter, qui est aussi du groupe Accor. Tout est vraiment fun et décalé ! Nous, on ne peut pas faire ça. On ne met pas d'Instabate par exemple. Mais c'est normal, ce n'est pas la même marque !

I : Ni la même image. Ou la même audience!

M : Exactement.

I : Et du coup, selon les réseaux, votre stratégie va être différente ?

M : Tout à fait. On ne devrait même pas poster la même chose sur Facebook et Instagram par exemple. Si on veut vraiment pousser les choses à fond, il faudrait que le poste qu'on fait sur Instagram soit adapté au feed, pareil pour celui sur Facebook. Tu vois, par exemple, aujourd'hui, on a fait la promotion d'une activité de Kayak. Le format de la photo, ça ne correspond pas à Instagram. Ca n'attire pas l'œil. Tu sais, il y a des études qui ont prouvé que le format carré, les gens le regardent plus. Mais par contre, c'est adapté au format de Facebook. Mais, forcément, ça fait gagner du temps. Après, on est pas assez nombreux dans notre équipe pour fonctionner comme ça, même si j'aimerais bien. Avec ce genre de contenu, on pourrait se faire reprendre par Fairmont par exemple.

I : Je vois. Quels sont les principaux buts de la stratégie marketing du Manoir Richelieu en particulier ?

M : On ne va pas se mentir, on reste un hôtel. Ce qu'on veut, c'est vendre et pousser les chambres : notre but, c'est l'occupation de l'hôtel. Le but, c'est de donner envie, essayer d'attirer. Donc déjà, on a un gros focus sur le F&B, les restaurants. Bien sûr, on a envie d'attirer la clientèle internationale, mais on veut aussi pousser les locaux à venir nous voir, donc on dynamise beaucoup nos restaurants. Ensuite bien sûr, ça passe aussi par les activités de la région, mais on le fait pas assez. Ce serait bien de mettre en avant des partenaires comme Mont Grand-Fond, Les Grands Jardins… On le fait un peu avec les croisières pour les baleines déjà. Et puis, on a aussi le volet divertissement avec le Casino, même s'ils ont leur propre profil, puisque Loto Québec est propriétaire à 50 pourcent de l'hôtel, on doit aussi jouer là-dessus.

I : Tu sais bien évidemment déjà que, grâce aux lignes directrices de Accor, ainsi que par les efforts des employés, l'hôtel a une stratégie de développement durable très développée. Tu fais d'ailleurs partie du Comité Vert de l'hôtel. Penses-tu que les réseaux sociaux sont un bon endroit où promouvoir une telle stratégie, ou du moins, les efforts fait par l'hôtel ?

M : Ma façon de voir les choses, c'est que, sans faire du greenwashing, un impact vert, c'est toujours apprécié justement de la part des entreprises et c'est hyper valorisant et pour l'entreprise et surtout pour les gens qui les suivent. Donc pour moi c'est indéniable qu'il faut avoir une présence sur cette perspective. Après c'est la manière d'aborder les sujets. Comment tu vas communiquer? LinkedIn avec par exemple, je parle des certifications comme Green Key, que ça soit Global ou Meeting. C'est vraiment cool de pouvoir le partager, on a eu beaucoup de retour là dessus. Après, quand c'est en rapport avec les événements et les journées thématiques, c'est aussi super d'en parler. Le Jour de la Terre, tu vois, on a fait un menu spécial pour les clients avec des activités. Les activités prennent moins, mais c'est quelque chose qu'on développe !

M : Après, il ne faut pas non plus tomber dans certains clichés, sans parler du greenwashing, mais ça peut être de la stigmatisation, ou du bad buzz. Par exemple, le dernier exemple que j'ai en date, c'est qu'on m'a demandé de promouvoir davantage l'accessibilité pour les personnes à mobilité réduite. Ça rentre dans le volet développement durable, et en soit c'est génial. Sauf qu'il ne suffit pas de mettre une personne en fauteuil roulant devant l'hôtel pour que le poste soit pertinent. Ca peut même faire l'effet inverse, et nous retomber dessus. Il faut qu'on trouve la bonne initiative.

I : Oui, il faut trouver la façon de le promouvoir de la bonne façon. C'est quand même des sujets touchy.

M : Exactement ! Donc il faut quand même faire attention à sa manière de communiquer. Par exemple, tu vois, dernièrement, on a reçu un chien influenceur à l'hôtel, avec un profil très suivi. Tout le monde disait que c'était un chien guide pour les malvoyants, et qu'on pourrait s'en servir pour promouvoir l'hôtel, son accessibilité et son côté pet-friendly. Mais au final, en me renseignant, j'ai appris que le chien n'avait plus la certification de chien guide. Tu vois, ce genre d'infos, ça peut nous retomber dessus. Faire de la mauvaise pub. Il faut savoir faire les choses bien, et bien se renseigner.

I : Je vois. Du coup, par quels moyens vous essayez de promouvoir les efforts de développement durable ?

M : Notre moyen principal, c'est notre micro-site. Dessus, il y a toutes les informations, on le met à jour tout le temps. On travaille aussi beaucoup avec la presse. On a fait un communiqué quand on a eu les 5 Green Key par exemple. Ce n'est pas tous les jours que ça arrive.

I : Surtout que le Manoir était le premier hôtel du Québec à les avoir !

M : Exactement. Il y a aussi des institutions qui peuvent nous aider, comme la chambre de commerce aussi, parce que eux ils ont une banque aussi avec des infolettres où ils vont diffuser à vraiment tous les hôtels plus larges que nous. Donc ça c'est hyper intéressant d'avoir ce partenaire. Pareil avec Green Key, on bénéficie aussi de leur image, et de leur audience ! Ils ont tourné une vidéo chez nous par exemple !

M : **S**ur les réseaux sociaux, comme je te le disais, ça peut être sur Facebook par l'intermédiaire d'un événement par jour. Après il y a aussi les créateurs de contenus, certains ont une image très green et c'est l'occasion de faire des partenariats. On avait par exemple invité des influenceurs pour la Journée de la Terre.

M : Après, encore une fois, ça dépend des actions. Tu vois, cette semaine, on a eu un ramassage de déchets. On en a parlé, on a mis des storys ! C'est pas des choses qui ont de grosses retombées, mais ça permet de mettre nos actions en valeur sans trop en faire et tomber dans le Greenwashing non plus !

I : Et du coup, selon toi, est ce qu'il y a des réseaux qui conviennent mieux que d'autres à ce genre de publications, pour mettre ce contenu en valeur ?

M : Pas forcément. Tu sais, plus tu en parles, plus tu as de chance que ça fasse son effet et qu'il y est des retombées. Après, selon le contenu, ça ne fera pas forcément des retombées importantes, c'est même rare. Tu vois, par exemple, le post sur Green Key, que ce soit sur Facebook ou Linkedin, ça a eu beaucoup de succès. Mais les storys du ramassage dont je te parlais, pas tellement. Tout est une question de contenu. Il faut que ça soit impactant, et utile.

I : Et du coup, de ce point de vue là, est ce qu'il y a des types de contenu (photos, vidéos, infographies, etc.) sont les plus efficaces pour promouvoir la durabilité sur les réseaux sociaux ?

M : Les Réels. Les retombées sur ce genre de vidéos courtes sont assez impressionnantes. Après, dès que tu fais une collaboration… Il y a rien qui a plus de poids qu'une bonne collaboration. Tu vois, pour la Journée de la Terre, on avait invité des influenceuses. Elles ont fait des Réels, et on a eu des super retours. En général c'est le combo gagnant.

I : Et comment sont reçu les posts qui tournent autour du développement durable concernant les chiffres et les réactions de l'audience ?

M : Alors, ça, c'est justement un gros point à améliorer chez nous, au Manoir Richelieu. C'est que, justement, on a du mal à faire de l'engagement, à capter l'audience. On a généralement très peu de commentaires sur nos posts, donc sur les posts autour du développement durable, c'est pas forcément super abouti. On est content de partager certaines infos, c'est important, mais c'est pas ce qui dégage le plus de retour ou de commentaires.

I : Penses-tu qu'une telle promotion peut impacter l'image de marque de l'hôtel, que cela soit positivement ou négativement ?

M : Pour moi, tant que tu fournis un service de qualité pour tes clients, peu importe. Je pense que c'est quand même hyper important dans un monde où on vit, que montrer que le luxe, ça rime pas toujours avec l'excès et l'opulence. Montrer que le luxe, ça peut être fait de manière responsable. En bannissant le plastique, en remplaçant tes cartes de chambre en bambou. L'air de rien, tout ça, ça n'impacte pas le client sur son confort. Il n'a pas à s'adapter, c'est juste le format qui change. Pour moi, c'est vraiment essentiel de montrer qu'on peut faire du luxe tout en étant dans l'air du temps. Et bien pour la planète.

I : De la même façon, penses tu que la stratégie de développement durable concernant le côté événementiel de l'hôtel est développé sur les réseaux ? Y a-t-il des projets en cours de ce côté-là ?

M : Alors justement, je trouve que tu es assez chanceuse, parce que tu arrives dans une période où ça se développe. Depuis que E, notre nouvelle responsable est arrivée, il y a environ un an, elle a énormément fait bouger les choses. Elle donne un vent de fraîcheur sur certains concepts et c'est fantastique! Je trouve que la communication sur la sustainability en événementiel à quand même pris un sacré boost depuis l'obtention des cinq clés vertes meeting. On en parlait pas tant avant ça.

M : Même si, on ne va pas se mentir, ça reste un domaine un peu compliqué à développer. Tu peux avoir toutes les certifications que tu veux, si ton client il veut un service et qu'il le book de lui même, tu pourras rien y faire. Tu le préviens, tu l'encourages dans le sens inverse, mais ça reste son choix.

I : D’où l’importance de sensibiliser.

M : Exactement !

I : Pour finir, as-tu quelque chose à ajouter concernant l’un des sujets abordés lors de cet entretien ?

M : Ouais, non, je pense que j’ai tout dit. N'hésite pas si t'as la moindre question, moi ça me fera plaisir de t'aider ou si tu as besoin de liens ou autre sur Facebook !

I : Je te remercie d’avoir pris le temps de répondre à mes questions et de m’avoir aidé dans la rédaction de mon mémoire. C’était un super moment !

Appendix F : Transcript of the interview conducted with the Marketing intern of the Fairmont Le Manoir Richelieu

I : Avant tout, merci de m'accorder de ton temps pour répondre à mes questions. Pour recontextualiser, je suis actuellement en deuxième année de Master Tourism, Hospitality and Food Studies à l'Isthia, à Toulouse, en France, et le sujet de mon mémoire porte sur la promotion des stratégies de développement durable des hôtels de luxe sur les réseaux sociaux, et tout en précisant sur le département évenementiel. Je spécialise donc mon étude de cas sur le Fairmont Manoir Richelieu, pour voir comment l'hôtel promeut cela sur ses plateformes, donc c'est essentiel pour moi de t'interroger à ce sujet.
Avant de commencer, je précise que l'entretien sera retranscrit de façon anonyme, et que tout ce qui sera dit sera donc confidentiel.

I : Avant tout, est ce que tu pourrais te présenter brièvement, et expliquer ton rôle dans l'hôtel ?

L : Oui bien sûr. Je m'appelle L, donc j'ai fait un BTS de Communication pendant 2 ans, avant de rentrer dans le monde de l'hôtellerie. Ensuite, j'ai intégré l'école Vatel, dans laquelle j'ai fais 3 ans d'étude, et là, je suis actuellement en stage de 6 mois pour la fin de mes études, en tant que stagiaire Ventes & Marketing. Donc, ce que je fais principalement, ça va être de m'occuper des réseaux sociaux, de toutes les mises à jours des différents sites internet, mettre les nouvelles offres, les nouveaux onglets, les pages à jours pour les sites. On a 4 versions de nos sites : notre site pour le public, qui est plus brandé, et notre micro-site, ou on a plus de libertés. Le tout en Français, et en Anglais, ce qui donne 4 versions, donc c'est quand même du boulot. Donc on gère tout ça, en plus des contacts avec les influenceurs, on va préparer les avis de visite, comme vous le faites aussi. On prépare aussi des événements organisés par le Manoir, en lien avec ton équipe, et on en fait la promotion. Voilà le grosso modo de nos tâches.

I : Pour toi, de ton point de vue personnel, quel est le rôle des réseaux sociaux dans la stratégie marketing d'un hôtel de luxe ?

L : Alors, pour moi, et dans notre stratégie, le principal but des réseaux sociaux, ça va être de vendre du rêve. On se cale beaucoup sur le compte instagram de Fairmont Hotels, on s'inspire vraiment d'eux, même si on a pas le même budget donc pas les mêmes moyens. On va essayer de vendre du rêve au maximum, c'est comme ça qu'on essaie de gagner en visibilité. On inclut aussi beaucoup de liens dedans, après on est sur différents réseaux. On est sur Facebook, Instagram et Linkedin principalement. Forcément, selon le réseau le message va varier. Par exemple, essayer de promouvoir des petits événements locaux sur Instagram ou Facebook ça marche pas toujours, des fois on arrive pas à capter les gens. Sur Linkedin on va être plus côté Talents & Culture, en partageant les initiatives mises en place par notre équipe de RH. On va aussi beaucoup plus parler du développement durable que sur les autres réseaux, comme pour les certifications par exemple. On essaie de le partager sur les autres

réseaux, mais c'est plus compliqué : il faut penser au feed insta…

I : Oui, sur Linkedin, il y a moins cette pression du visuel !

L : Exactement !

I : Du coup, tu as déjà un peu répondu à la prochaine question, mais est-ce-que tu penses que chaque réseau a la même utilité dans cette stratégie, où chacun apporte sa pierre à l'édifice et permet de promouvoir quelque chose de différent ?

L : Du coup, non, clairement pas. On a pas la même cible, pas la même audience selon les réseaux. Mais ce qui est un petit peu le défi, c'est que des fois, on manque de personnel. C'est compliqué en une journée, ou parfois en une semaine de se focus sur chacun des réseaux. Dans l'idéal, on devrait changer de message, de photo, de format sur chaque réseau social. Même sur Facebook et Instagram, souvent, on les relie un peu parce qu'ils se ressemblent plus que Linkedin, mais en soit, on ne devrait pas. C'est juste qu'on manque de personnel. On voit bien qu'Instagram est plus jeune, donc on va faire des phrases plus courtes, plus se concentrer sur de beaux visuels, tandis que sur Facebook, on peut partager plus d'informations, c'est plus lisible. Mais par manque de temps, on partage les mêmes choses sur les deux.

I : Oui, c'est aussi les retours que j'ai eu de M, vous faites comme vous pouvez avec les moyens et le temps que vous avez. Et puis, Facebook et Instagram ont quand même une audience plus proche.

L : Oui, alors que Linkedin, ça m'est arrivé que deux trois de partager le même contenu que les autres. Par exemple, j'ai partagé la vidéo de la Grande Célébration du 125e anniversaire du Manoir, parce que c'était un cas un peu exceptionnel, mais c'est assez rare !

I : Quels sont les principaux buts de la stratégie marketing du Manoir Richelieu en particulier ?

L : Du coup, ça reste principalement de vendre du rêve. On essaie vraiment de rester dans une même ligne, surtout au niveau du visuel. Encore une fois, on s'inspire du compte Fairmont Hotels, qui a une ligne visuelle très belle. On veut faire du quali. Quand je suis arrivée dans mon stage, ça ne faisait pas assez quali - je ne dirais pas que ça faisait bas de gamme, mais ça ne faisait pas l'effet wow. Ça ne donnait pas envie au client. Ils donnaient des informations importantes, mais ça faisait une page comme une autre. On aurait dit un profil facebook. Le visuel était moins prenant. Mais le but, ça reste de vendre du rêve !

I : Et des chambres haha ?

L : Oui, vendre des chambres, vendre des offres… Après, en soit, moi, pendant mon stage, j'ai un peu voulu changer la ligne directrice de nos réseaux. J'ai remarqué que vendre, c'est le

but oui, mais ils le faisaient trop. Ca devenait un marché, à toutes les publications, il y avait toujours des “Cliquez sur le lien”, “Achetez-ci, achetez-ça”. Personnellement, quand je suis sur Instagram, j’ai pas envie d’acheter. Je suis pas sur le marché. Si il y a quelque chose qui me tape dans l’oeil, d’accord, mais c’est rare. La, c’était trop redondant. Il n’y avait pas tant de retours que ça, et on postait pour poster, mais ça ne racontait rien. Et du coup, moi j’ai voulu changer, pour faire vraiment un contenu visuellement beau, sans rien essayer de vendre, et au final, j’ai beaucoup plus de j’aime, de commentaires. J’ai l’impression que, les réseaux en soit, ça n’apporte pas forcément un retour financier tu sais. Surtout que la cible de l’hôtel va plus passer par le site de l’hôtel pour réserver, que réserver directement sur Instagram. C’est trop nouveau.

I : Personnellement, je trouve que, le genre de contenu qui dit “Cliquez sur ce lien”, etc, ça ne fait pas vraiment marque de luxe.

L : C’est ça, ça casse l’image. Ça ne dégage rien. Une marque de luxe attire les clients mais ne supplie pas le client. C’est pour ça que j’ai essayé de réduire. C’est compliqué d’arrêter, parce qu’on a encore des gens au-dessus de nous qui sont d’une plus ancienne génération, et qui nous disent “Il faut vendre ci, vendre ça !”. Je pense qu’ils ne réalisent pas que c’est pas comme ça que marche les réseaux. Ils ne le voient pas de la même maniere. Moi, je vois que ça ne marche pas, pas pour tout. Pour le Grand Pique-Nique en blanc du 125e anniversaire, là, oui, c’est important, c’est nécessaire. Mais pour vendre des forfaits de pêches… C’est moins parlant.

L : Par exemple, dernièrement, on m’a demandé de faire un post pour dire qu’on avait des huîtres au bar pour la semaine… Une story était amplement suffisante. J’essaie de varier. Je ne peux pas faire de post sur ça, les gens qui ne sont pas de la région ne sont pas concernés. Donc oui, pour moi, le but c’est de vendre du rêve. Ca ne t’apporte pas de retour financier direct, mais c’est aussi le défis avec les réseaux sociaux, on ne peut pas en calculer les bénéfices facilement. Les gens aiment bien dire que la production de Réels etc, ça coûte de l’argent et ça n’en rapporte pas, mais le retour, c’est l’image de l’hôtel. C’est la promotion.

I : Et les statistiques suivent. Tu sais bien évidemment déjà que, grâce aux lignes directrices de Accor, ainsi que par les efforts des employés, l’hôtel a une stratégie de développement durable très développée. Penses-tu que les réseaux sociaux sont un bon endroit où promouvoir une telle stratégie, ou du moins, les efforts fait par l’hôtel ?

L : Moi je trouve que oui, parce qu'il y en a beaucoup qui choisissent des fois un hôtel pour ça, de plus en plus. Donc je pense que c'est l'endroit. Nous, déjà à la base, sur les sites internet, on a vraiment une page dédiée. Depuis que je suis ici en stage, on la mets de plus en plus en avant et c’est génial. Et sur les réseaux, avant franchement il y avait rien par défaut, on faisait des choix. Par exemple pour les clés vertes, on a fait un post, mais encore une fois, des fois ça marche pas forcément. Mais moi ce que j'ai fait, en tout cas depuis que je suis là, c'est qu'on a créé une story à la une. Moi, personnellement, je remonte rarement les posts d’une page, donc ça permet de voir facilement du contenu posté il y a longtemps, et c’est un

format qui convient bien pour du long terme et du développement durable. Sur Facebook, on a pas de story à la Une, mais on essaie de mettre plus de publications à ce sujet, parce qu'on a moins ce problème de visuel directement sur la page, donc on est plus libres dans nos publications.

I : Linkedin reste la priorité.

L : Oui, vraiment. Pour la clientèle groupe, événementielle, c'est quand même super important, les entreprises regardent de plus en plus ce genre de critères. Il y a des actions qui ne concernent pas forcément la clientèle classique et individuelle qui vont plus intéresser les entreprises, et pour le coup, c'est une audience qu'on retrouve plus sur Linkedin. Les individuels sont contents de savoir qu'on fait des actions, mais c'est rarement leur choix principal quand ils choisissent l'hôtel. Pour la clientèle business, c'est autre chose. Ca peut les inspirer à venir chez nous pour leur congrès et compagnie.

I : Tu as déjà un peu répondu, mais par quels moyens essayez-vous de promouvoir les efforts de développement durables ?

L : Les principaux moyens c'est les storys, les posts, et le site internet. Après, ce qu'on promouvoie le plus, c'est les événements en rapport avec le développement durable, plus que les actions en elle-même. La journée de la terre par exemple. Pour les événements, on fait des posts, des événements sur facebook… Plus que pour les certifications, surtout qu'on en a énormément. C'est moins pertinent. Alors que promouvoir les événements à fond, c'est plus convivial.

I : Quels sont les réseaux qui conviennent le mieux à une telle promotion selon toi ?

L : En soit, je t'ai surtout parlé de Linkedin, mais je pense que ça dépend de ce que tu veux promouvoir en détails, et donc de l'audience que tu veux toucher. Sur Linkedin, je fais tout ce qui est certifications, mais pas pour les événements, ou très peu, ou après l'événement pour retracer un peu le tout. Mais pour inviter les gens, ça sera forcément Facebook et Instagram, surtout pour tout ce qui est événement et loisirs pour toucher les clients, et Linkedin pour tout ce qui est nos initiatives, par exemple les grands nettoyages du Manoir ou des berges du fleuve, ou tout ce qu'on fait vis à vis des groupes.

I : Sur Linkedin, j'ai aussi vu que vous aviez lancé une série de vidéo sur les femmes de l'hôtel…

L : Oui, tout à fait. On a lancé la série Women's Leadership, dans laquelle on interview des employées de l'hôtel qui ont des postes à responsabilité et management, pour connaître leur histoire, mais aussi leur vision. C'est un projet qu'on a à très long terme. C'est les anciens stagiaires qui avaient commencé, mais par manque de budget et de technique, ce n'était pas très intéressant visuellement, alors on a tout repris. On a travaillé avec un collègue du Marketing de chez Fairmont, il a apporté une caméra, et on a vraiment retravaillé tout le

contenu. On a envoyé les questions en amont, on a vraiment briefé les employés, et ça rend vraiment bien. On sort des petites vidéos de 2 minutes, une par mois sur Linkedin. Et pourquoi pas, plus tard, un genre de “best of” sur Youtube. Bien sûr, c’est du contenu qu’on mettra pas sur Insta ou Facebook, ça sera pas pertinent, mais sur Linkedin, on a vraiment beaucoup d’engagements autour de ces publications

I : Et, à ton avis, quels types de contenu (photos, vidéos, infographies, etc.) sont les plus efficaces pour promouvoir la durabilité sur les réseaux sociaux ?

L : Pour moi, encore une fois, ça va dépendre du support, du réseau, et de l’audience qu’on veut toucher. Sur Instagram, ça sera le visuel, directement, story etc. Quand on fait une promotion sur Insta et que le visuel n’est pas wow, on a rarement beaucoup de J’aime ou de retour dessus. Les photos d’influenceurs marchent beaucoup aussi, parce qu’ils se concentrent sur le visuel. Et les Réels, ça marche toujours.

L : Après, c’est pas forcément ce qui marche pour le développement durable, c’est ce qui marche sur les réseaux tout court. Pour notre génération et les suivantes, on regarde beaucoup de contenu visuel et vidéo, avec Tiktok et Instagram, donc c’est forcément ce qui nous interpelle le plus. Sur Facebook aussi, ça va être pas mal de photos, et sur Linkedin, on peut se permettre de rajouter plus de textes.

I : Comment sont reçu les posts qui tournent autour du développement durable concernant les chiffres et les réactions de l’audience ?

L : C’est bien, mais on peut encore faire mieux. Niveaux Réels, ceux qui marchent le mieux, c’est ceux basé sur l’hôtel, le restaurant etc, c’est ceux qui font le plus de chiffre. Par exemple, j’ai fais un réel pour la journée des abeilles, mais ça a quand même un peu moins marché, même s’il y avait de la musique entraînante et que, visuellement, ça rentrait dans notre esthétique. C’était quand même de bons retours mais moins que d’habitude. Je pense qu’il y a du travail à faire sur ça. Pour moi, il faut continuer de faire plus de Réels sur Instagram, et surtout, continuer de vendre du rêve. Je pense qu’on fait encore trop du contenu qui n’intéresse pas forcément les gens. Il faut qu’on rende glamour ce développement durable, même si ce n’est pas forcément le but. Le Réels avec les abeilles, c’était parfait parce que ça faisait aussi la promotion du Miel qui est fait au Manoir, on a réussi à bien l’habiller. Mais par exemple, les fontaines qui sont mises à disposition pour remplir les gourdes et éviter les bouteilles en plastique, c’est pas assez glamour pour être mis en avant plus que ça, dans un post ou un réel.

L : En cours, justement, notre prof nous a dit une phrase percutante. Le développement durable, il y a beaucoup de croyants, mais peu de pratiquants. Du coup, les gens ne s’y intéressent pas toujours vraiment, donc faire forcément de la promotion pour des trucs moins glamour, ça ne serait pas pertinent.

I : Penses-tu qu’une telle promotion peut impacter l’image de marque de l’hôtel, que cela

soit positivement ou négativement ?

L : Pour moi, ça ne peut être que positif. Bien sûr, ça ne passera jamais en priorité, parce que les gens veulent du luxe, c'est avant tout l'image de l'hôtel, mais c'est du bonus. Ca ne passera jamais au dessus, parce qu'on est écologique, mais ce n'est pas la ligne directrice de l'hôtel. Mais pour moi, il faut continuer, en faire plus, mais ne pas en faire trop. On voit l'exemple du Greenwashing, les entreprises se font attraper pour ce genre de chose. Mais c'est quand même un sujet important à souligner.

I : De la même façon, penses tu que la stratégie de développement durable concernant le côté événementiel de l'hôtel est développé sur les réseaux ? Y a-t-il des projets en cours de ce côté-là ?

L : Je pense que c'est ce qui est le moins développé le côté événementiel. Parce qu'on a le côté loisir, les évènements organisés par le comité vert pour les clients individuels, mais ça ne correspond pas vraiment aux clients groupes qui sont là pour des congrès etc. Donc sur les réseaux, pas vraiment. A part sur le site internet, ou on en parle un peu plus. Puis les clés vertes meeting. Après, y a des certifications, y en a qui peuvent concerner les groupes, mais on ne peut pas tout promouvoir. Pour moi c'est assez rare, il faut qu'on fasse plus et qu'on s'améliore de ce côté là. De nos jours c'est vraiment un critère de choix pour les entreprises.

Pour finir, as-tu quelque chose à ajouter concernant l'un des sujets abordés lors de cet entretien ?

L : Non, rien à rajouter pour moi !

I : Je te remercie d'avoir pris le temps de répondre à mes questions et de m'avoir aidé dans la rédaction de mon mémoire.

Appendix G : Transcript of the interview conducted with a Catering Service Manager of the Fairmont Le Manoir Richelieu

I : Avant tout, merci de m'accorder de ton temps pour répondre à mes questions. Pour recontextualiser, je suis actuellement en deuxième année de Master Tourism, Hospitality and Food Studies à l'Isthia, à Toulouse, en France, et le sujet de mon mémoire porte sur la promotion des stratégies de développement durable des hôtels de luxe sur les réseaux sociaux, et tout en précisant sur le département évenementiel. Je spécialise donc mon étude de cas sur le Fairmont Manoir Richelieu, pour voir comment l'aspect événementiel d'un hôtel de luxe s'intègre avec les stratégies de développement durable.
Avant de commencer, je précise que l'entretien sera retranscrit de façon anonyme, et que tout ce qui sera dit sera donc confidentiel.

I : Avant tout, est ce que tu pourrais te présenter brièvement, et expliquer ton rôle dans l'hôtel ?

J : Je suis super content de pouvoir t'aider dans tes recherches. Donc moi, c'est J et ça fait cinq ans que je suis CSM, donc Catering Service Manager, et presque plus de douze ans que je travaille dans l'hôtellerie de luxe. Donc mon rôle, c'est de gérer l'organisation d'événements comme des mariages, des conférences, des congrès, des fêtes corpo, etc. En gros, ça consiste à superviser l'ensemble des opérations, de la planification initiale avec les clients jusqu'à l'exécution de l'événement le jour J. En gros, on veille à ce que chaque événement soit mémorable pour nos clients, dans le bon sens du terme.

I : Quelles sont les principales initiatives de développement durable qui sont mise en place dans les événements que vous organisez ?

J : On essaie de mettre en place pas mal d'initiatives. Par exemple, on privilégie et conseille à nos clients des fournisseurs locaux pour tout ce qui peut être décoration, animation, etc. C'est important de faire travailler les gens de la région, surtout quand on est à la campagne comme nous, loin de Québec et d'autres grandes villes. On a pas toujours beaucoup de fournisseurs à proposer, mais quand on en connaît un en qui on a confiance, dont on connaît le travail, c'est toujours bien de pouvoir se soutenir. Pareil pour le côté nourriture, on se fournit au maximum de produits locaux, et on les mets en avant sur nos menus banquets : je parle par exemple des fromages de St-Fidèle, de la charcuterie de Charlevoix, des bières de chez Menaud ou de la brasserie de Charlevoix. Je sais pas si on peut compter ça comme de grosses initiatives, mais c'est déjà un grand pas je trouve.

J : On est aussi en partenariat avec une association locale, pour convaincre nos clients de redistribuer les surplus alimentaires des événements. Ça évite le gaspillage, et ça nourrit des gens de la région dans le besoin. Après, en termes d'initiative pure et dure qui sont directement mis en place dans nos événements, c'est plus compliqué… Intégrer des grosses

pratiques dans nos événements, c'est pas toujours simple, surtout quand les attentes des clients ne sont pas toujours en accord avec des objectifs de développement durable.

I : Est-ce que l'importance du développement durable dans la stratégie de l'hôtel apparaît comme un point important pour vos clients ?

J : C'est une question intéressante. Je dirais que oui, de plus en plus. La durabilité, ça joue de plus en plus un gros rôle dans nos vies de tous les jours, donc pour les clients qui sont sensibles à ce genre de questions environnementales dans leur vie de tous les jours, ça compte aussi dans leurs événements. De plus en plus de grosses compagnies commencent aussi à jouer le jeu, les compagnies internationales, tout ça. Certains particuliers aussi, comme les jeunes couples qui se marient. On en voit de plus en plus, mais ça ne représente quand même pas une majorité. Pour beaucoup d'autres gens, la priorité reste l'expérience de luxe plus traditionnelle, et le développement durable passe au second plan. C'est là que les choses se gâtent pour nous en tant qu'organisateurs. Surtout qu'en tant qu'hotel Fairmont, une marque de chez Accor, on a des standards à respecter. Des fois on se retrouve un peu les fesses entre deux chaises pour être poli, parce qu'on ne peut pas tout accepter, mais on ne peut pas non plus refuser directement à un client qui va payer des milliers de dollars chez nous.

I : Quels genre de défis rencontrez-vous pour intégrer les pratiques de développement durable dans les événements sans compromettre la satisfaction des clients?

J : Le principal défi qu'on rencontre, c'est de faire en sorte que les pratiques durables n'entravent pas la perception du luxe des clients. Par exemple, on a certains clients qui souhaitent des décorations somptueuses qui nécessitent des matériaux non durables, ou des produits spécifiques qui doivent être importés de loin. Surtout qu'encore une fois, on est en région. Concernant les meubles et la décoration, on a pas de choix dans la région. Donc souvent, les clients font venir des camions de mobilier depuis Montréal ou plus loin pour avoir exactement ce qu'ils veulent. On essaie de proposer des alternatives et on espère que les clients les accepteront, mais ce n'est pas toujours le cas, et on ne peut pas leur forcer la main. Si les clients veulent venir faire trois cents chaises blanches de Montréal pour une cérémonie de vingt minutes, il n'y a rien qu'on peut faire.

J : Après, tu sais, pour les clients, c'est aussi une question de coûts. Je pense à un épisode particulier, dans lequel un congrès était sponsorisé par un partenaire, qui avaient payé pour avoir leur logo sur des bouteilles d'eau en plastique. Ca a un peu créé un scandale avec la personne qui s'occupe du développement durable dans l'hôtel, parce que l'hôtel n'utilise plus de plastiques à usage unique, et n'en vends plus non plus. Mais là, c'était les bouteilles des clients, pas les nôtres. Il n'y avait rien qu'on pouvait dire ou faire, si le client veut distribuer des bouteilles d'eau aux participants, il le fera. On peut essayer de le conseiller autrement, mais si c'est ce que veut son sponsor, alors c'est ainsi. Pareil pour la décoration.

I : Comment assurez-vous un équilibre entre les attentes des clients et les consignes de développement durable de l'hôtel ?

I : Et comment gérez-vous les situations où les exigences des clients sont en conflit avec les objectifs de durabilité de l'hôtel ?

J : C'est toujours délicat. Lorsque les demandes des clients entrent en conflit avec nos objectifs de durabilité, on essaye de les sensibiliser aux maximum à l'impact de leurs choix. Cependant, en fin de compte, le client a toujours le dernier mot, et notre objectif est de leur offrir une expérience exceptionnelle. C'est aussi notre rôle de savoir accepter cela. Dans les limites du raisonnable bien sûr. Par exemple, pour une fête d'entreprise sur le thème du cirque cette année, l'un de nos clients, il voulait savoir si il pouvait faire venir un petit tigre pour faire des photos. Quand on a entendu ça, on s'est tous regardé en se demandant s'il nous faisait une blague, ou quelque chose du genre. On était abasourdi. Pour le coup, on ne pouvait vraiment pas faire ça, ce n'est pas du tout en accord avec ce que la marque de l'hôtel soutient. Je ne suis même pas sûr que ça soit légal dans notre pays de toute façon *rires*. Après, le client a très bien compris qu'on refuse, ça ne l'a pas étonné. Et pour rester dans le thème des animaux, il a fait appel à une dresseuse de chiens pour faire un spectacle. On a trouvé un juste milieu. Je crois *rires*.

I : Wouah. C'est… original ?
I : Et est ce que dans le sens inverse, tu as des exemples d'événements où les clients avaient des attentes spéciales concernant le développement durable ?Comment vous êtes vous adapté ?

J : Oui, je me souviens d'un mariage l'année dernière où les mariés tenaient absolument à ce que l'événement soit assez éco-responsable. Ils souhaitaient que tous les produits alimentaires soient locaux, qu'on fasse un menu tout autour de ça. Nous avons travaillé en étroite collaboration avec les cuisines pour répondre à ces exigences. C'était un véritable défi logistique pour eux, mais le résultat final a été très satisfaisant, tant pour les mariés que pour nous. Tout le monde était content, et on s'est dit que c'est une formule qu'on pourra retravailler pour la vendre à l'avenir. Bien sûr, ça ne correspondra pas à tout le monde, mais ça sera un début !

I : Comment pensez-vous que l'hôtel pourrait mieux sensibiliser les clients à l'importance des pratiques durables lors des événements ?

J : Je dirais que ça passe par la communication, et la sensibilisation. Normalement, les vendeurs qui gèrent les contrats de groupe sont censés communiquer sur les valeurs d'Accor, de Fairmont, de l'hôtel. Après, est ce que c'est fait à chaque fois… Nous, on essaie de leur proposer des options qui correspondent à leur souhait et à leurs attentions tout en respectant nos valeurs. Par exemple, quand on soutient nos producteurs locaux, ce n'est pas seulement pour faire bien sur le papier : c'est aussi parce qu'on sait que c'est bon. C'est bénéfique pour l'environnement, mais aussi pour l'expérience globale de l'événement.

I : Comment mesurez-vous l'impact des pratiques durables mises en place lors des événements ?

J : Ca, c’est la partie la plus compliquée à gérer pour nous. C’est facile à analyser au niveau du gaspillage alimentaire, parce qu’on voit les assiettes revenir, on voit ce qu’on jette à la fin. Pour le reste, c’est plus compliqué à mesurer. On essaie de se faire des débriefs avec toutes les équipes, voir ce qu’on pourrait mieux faire, voir ce qu’il faut éviter. Mais c’est une partie qu’on ne développe pas assez, parce qu’on gère déjà beaucoup de choses. Et que ça varie beaucoup selon l'évènement, le client, le nombre de participants, etc…

Est ce que tu penses que les pratiques durables ont un impact sur la réputation de l’hôtel et sur la satisfaction globale des clients ?

J : Oui, toujours positif je dirais. Au mieux, les clients conscients des enjeux environnementaux qui veulent faire des efforts sont contents et nous font de bon retours. Ça montre qu’on essaie d’être moderne, à la page en matière de responsabilité sociale et environnementale. Ça nous fait paraître sérieux, ça ne fait qu’améliorer notre marque de luxe.Pour les autres, tant que la qualité du service et l'expérience restent élevées, cela n’a généralement pas d'impact négatif. Ce qui fait que c’est toujours bon à prendre.

Pour finir, as-tu quelque chose à ajouter concernant l’un des sujets abordés lors de cet entretien ?

J : Je dirais juste que la durabilité, c’est un domaine en constante évolution, comme l'événementiel. On doit continuer à innover et à s’adapter, à être moderne, à trouver de nouvelles pratiques à mettre en place, sans toucher le confort. Ca, c’est un défi de taille, c’est sûr, et surtout dans le secteur du luxe où les attentes sont très élevées, mais je crois fermement que c'est une direction nécessaire et bénéfique pour l'avenir des hôtels comme nous, et des départements événementiels. Chaque petit pas compte, et je suis convaincu que, au fur et à mesure, on réussira à trouver des moyens d'allier luxe et durabilité sans compromis, peu importe les valeurs des clients.

Je te remercie d’avoir pris le temps de répondre à mes questions et de m’avoir aidé dans la rédaction de mon mémoire.

J : Tout le plaisir est pour moi. Bonne chance pour la suite de ton mémoire, et n'hésite pas à revenir me voir si tu as besoin de plus d'informations ou de précisions !

Appendix H : Theme 1 - The role of social media in luxury hospitality

	Extract of the interviews	Analysis
THEME 1 : THE ROLE OF SOCIAL MEDIA IN LUXURY HOSPITALITY	AN ESSENTIAL TOOL	
	"It's essential to be on social media these days. Of course, there are plenty of small institutions that operate without it, but it's always an extra exposure, with Tiktok etc… When there's something, you inevitably hear about it on social networks. And then a presence there, for a brand, like Accor and even more particularly luxury brands like Fairmont, for us it's essential." (M.)	The quotation highlights the essential role of social media in luxury hospitality, emphasizing that for prominent brands like Fairmont, maintaining an active presence on platforms is crucial for brand visibility and engagement. It provides critical exposure, ensuring that luxury brands remain relevant and connected with their audience in a digital-driven market.
	THE MANOIR RICHELIEU DIGITAL STRATEGY	
	"In our strategy, the main aim of social media is to sell some dream [...] We are try to sell the dream as much as possible, that's how we try to gain visibility." (L.)	The focus in this strategy is to create and promote an aspirational image, aiming to captivate their audience by selling an idealized experience. This strategy is essential for increasing visibility and appealing to the emotions and desires of potential clients.
	"So we're already focusing heavily on F&B and restaurants. Of course, we want to attract international clientele, but we also want to encourage locals to come and see us, so we're really	Their strategy has a strong emphasis on promoting the hotel's food and beverage, offerings to both local and international guests. There is also a desire to promote more local activities and

	highlighting our restaurants. Then, of course, there's the regional activities, but we don't do that enough. It would be great to promote partners like Mont Grand-Fond, Les Grands Jardins... We've already done a bit with our whale-watching cruises. And then, we also have the entertainment component with the Casino, even if they have their own profile, since Loto Québec owns 50 percent of the hotel, so we have to play on that too." (M.)	regional partnership, in order to fully leverage the local experience as a part of their strategy.
	"That's a big area for improvement at Manoir Richelieu. We're having trouble getting engagement, capturing the audience. We generally get very few comments on our posts." (M.)	Engagement appears as a significant challenge for Manoir Richelieu's social media efforts. Despite their content strategy, they struggle to elicit interactions, which is highlighting a gap between content delivery and audience engagement.
	"We have a calendar. Even in terms of sustainable development, we have our publication calendar and we try to choose theme days. The last day was bee day. There are lots of theme days, but it's not always practical from an operational point of view, so we make do. And it also helps our marketing department to create content, because they too have objectives in mind. Today, this kind of theme day is a bit compulsory: all hotels do posts." (E.)	The hotel uses a structured approach with a content calendar, aligning posts with themed days to organize and streamline social media activity. However, there is a recognition that these themed posts, while popular, may not always align perfectly with operational realities, suggesting a tension between marketing objectives and practical execution.

	"We have to sell rooms, sell offers... Yet, during my internship, I wanted to change the guidelines of our accounts. I noticed that selling was the goal, but they were doing it too much. It was becoming a market, every time I posted, there were always "Click on the link", "Buy this, buy that". Personally, when I'm on Instagram, I don't feel like buying. I'm not in the market. If there's something that catches my eye, fine, but it's rare. This was too redundant. There wasn't that much feedback, and we were posting for the sake of posting, but it didn't narrate anything. And so I wanted to change, to really make visually beautiful content, without trying to sell anything, and in the end, I got a lot more likes and comments. I have the impression that, networks in themselves, don't necessarily bring a financial return, you know." (L.)	There was a shift in strategy, moving away from overtly sales-driven content towards more visually appealing, narrative-driven posts. The shift resulted in increased engagement, suggesting that audiences prefer content that tells a story or showcases beauty over straightforward sales pitches.
	"So yes, for me, the aim is to sell the dream. It doesn't bring you a direct financial return, but that's also the challenge with social networks, you can't calculate the benefits easily. People like to say that producing Réels etc. costs money and doesn't bring in any, but the return is the hotel's image. It's promotion." (L.)	The focus is on the idea of building and promoting the hotel's image rather than driving immediate financial returns. The challenge lies in measuring the effectiveness of these efforts, but the long-term gain is seen in the enhancement of the hotel's brand image.

THEME 1 : THE ROLE OF SOCIAL MEDIA IN LUXURY HOSPITALITY	KEEPING THE IMAGE OF THE BRAND	
	"We have standards to respect with Accor, and Fairmont guides us. We can't just post anything and everything [...] It's true that there are events and theme days that we have to respect. For example, we'll probably talk about this later in the interview, but Earth Day is something that is really imposed at Fairmont, so we participate by posting about it!" (M.) *"We wedge a lot into Fairmont Hotels' instagram account, we're really inspired by them, even though we don't have the same budget so we don't have the same means." (L.)*	The hotel must align its social media content with the broader brand strategy, ensuring consistency across the group. This includes participating in globally recognized events like Earth Day, which are mandated by the brand, reinforcing the hotel's commitment to sustainability within the framework of Fairmont's identity.
	"You don't promote the same thing depending on the product you're selling, so you don't communicate in the same way. You see, for example, I love the communication strategy of Mama Shelter, which is also part of the Accor group. Everything is really fun and offbeat! We can't do that. We don't use Instabates, for example. But that's normal, it's not the same brand!" (M.)	This insight emphasizes the differentiation in communication strategies within the Accor group. Each brand, such as Fairmont and Mama Shelter, has its own distinct identity and tone. While Mama Shelter adopts a fun and unconventional approach, Fairmont's communication is more reserved and aligned with its luxury image. Such a distinction is crucial in maintaining brand integrity and ensuring that each hotel resonates with its target audience.

THEME 1 : THE ROLE OF SOCIAL MEDIA IN LUXURY HOSPITALITY	THE IMPORTANCE OF VISUAL CONTENT	
	"We really try to keep one line, especially when it comes to visuals. Once again, we're inspired by the Fairmont Hotels account, which has a very beautiful visual line. We want to do quality. When I arrived at my internship, it didn't look qualitative enough - I wouldn't say it looked cheap, but it didn't have the wow effect. It didn't inspire the customer. They gave important information, but it was just another page like so many." (L.)	Visual quality is seen as crucial for distinguishing the brand from others and creating a memorable impact. The emphasis is on creating visually appealing posts that enhance the brand's image and engage viewers, rather than just pushing products or services. This approach suggests that beautiful visuals are more effective in building a lasting connection with the audience.
	"And so, I wanted to change, to really make visually beautiful content, without trying to sell anything." (L.)	
	"On Instagram, it's all about the visual, directly, pr with story etc. When you do a promotion on Insta and the visual isn't wow, you rarely get many Likes or returns on it." (L.)	A lackl of visual is unlikely to generate engagement, indicating that the aesthetic quality of content is crucial for achieving the desired interaction on this platform.
	"We need to think of the Instagram feed !" (L.)	
	"We need to glamorize sustainable development, even if that's not necessarily the goal. The Reels with the bees was perfect because it also promoted the honey made at the Manoir, and we managed to dress it up well. But for example, the fountains that are made available to fill water bottles and avoid plastic bottles, it's	This quotation highlights the challenge of making sustainable practices visually appealing and engaging. The need to "glamorize" sustainability points to the importance of creativity in making all aspects of the hotel's operations visually appealing and engaging for social media audiences.

	not glamorous enough to be highlighted more than that, in a post or a Reel." (L.)	
	REELS : A POPULAR TOOL	
	"The Reels are amazing. The returns on this kind of short video are pretty impressive." (M.) *"Reels always work." (L.)* *"Concerning Reels, the ones that work best are the ones based on the hotel, the restaurant etc… They're the ones that make the most views, like, etc.." (L.)*	Instagram Reels are highlighted as a highly effective and popular tool in the hotel's social media strategy. The quotations reflect a consensus among the interviewees that Reels consistently generate significant engagement, particularly among younger audiences. The most successful Reels tend to focus on core aspects of the hotel, such as its unique offerings and experiences, demonstrating their importance as a key component of the hotel's digital marketing strategy.

Appendix I : Theme 2 - Promotion of sustainability on social media

	Extract of the interviews	Analysis
	A SIGNIFICANT ADVANTAGE	
Theme 2 : Promoting sustainability on social media	*"My way of seeing things is that, without mentioning greenwashing, a green impact is always appreciated by companies, and it's extremely rewarding both for the company and, above all, for the people who follow it. So for me, it's undeniable that we need to have a presence in this area." (M.)*	Not only does it enhance the company's image, but it also resonates positively with followers, who appreciate and value these efforts. She underscores the importance of being present in the sustainability conversation online, indicating that it strengthens the hotel's brand and connection with its audience without risking the perception of greenwashing.
	"Then, once again, it depends on the action. You see, this week we had a litter pick. We talked about it, we put up stories! It's not things that have a big impact, but it allows us to showcase our actions without overdoing it and falling into Greenwashing either!" (M.)	While some sustainability actions might seem minor, sharing them on social media is important for demonstrating the hotel's commitment to environmental stewardship. Yet, there is a fine line between genuine promotion and greenwashing
	"I think it is important, because a lot of people choose a hotel for sustainability, more and more. So I think social media is a good place to promote it." (L.)	
	"Today, this kind of theme day is a bit obligatory: all the hotels do posts. But it's also good to personalize: for example, our hotel is more involved in Whale Day	Aligning sustainability promotions with local relevance—such as Whale Day in the context of the hotel's proximity to the St. Lawrence River—the hotel

	because of its proximity to St. Lawrence river more than Montreal." (E.)	can create more meaningful and authentic content that resonates better with its audience.
	A COMPLEX STRATEGY TO SETTLE	
Theme 2 : Promoting sustainability on social media	*"You know, the more you talk about it, the more likely it is to make an impact and generate spin-offs. After that, depending on the content, it's not necessarily going to make a big splash - in fact, it's rare. You see, for example, the Green Key post, whether on Facebook or Linkedin, was very successful. But the stories of the pick-up I was telling you about, not so much. It's all a question of content. It has to be impactful and useful." (M.)*	The speaker acknowledges that while some sustainability content can resonate well and generate significant engagement, not all actions are equally impactful. The effectiveness of a post depends on its content—its ability to be both impactful and useful.
	"I think there's work to be done on that. For me, we need to keep making more Real on Instagram, and above all, keep selling the dream. I think we're still making too much content that doesn't necessarily interest people. We need to glamorize sustainable development, even if that's not necessarily the goal." (L.)	While promoting sustainability is important, it needs to be presented in a way that captivates the audience—perhaps by making sustainability appear more glamorous or appealing than it might typically be perceived.
	"There are a lot of believers in sustainable development, but not many practitioners. As a result, people aren't always really interested in it, so necessarily promoting less glamorous stuff wouldn't be relevant." (L.)	The speaker suggests that while many people support sustainable practices in theory, they may not be as engaged in practice. Consequently, promoting less visually appealing or "glamorous" sustainability efforts may not generate significant interest or

Theme 2 : Promoting sustainability on social media	*"After that, we can't necessarily publish all our strategies. It has to be relevant. For example, we donate beverage can deposits to an association in the Saguenay region, but there's not necessarily any point in promoting that too much. We try to promote what's essential, while respecting marketing objectives and priorities. We're a team." (E.)*	engagement. The decision to promote certain activities over others is guided by relevance to the audience and alignment with broader marketing objectives, highlighting the complexity of balancing sustainability messaging with other priorities.
	THE RISK OF GREENWASHING	
	"After that, we mustn't fall into certain clichés either, not to mention greenwashing, but that can lead to stigmatization or bad buzz. For example, the latest example I have is that I've been asked to promote accessibility for people with reduced mobility. It's part of our sustainable development approach, and in itself it's brilliant. Except that putting a person in a wheelchair in front of the hotel isn't enough to make the job relevant. It could even have the opposite effect, and backfire on us. We need to find the right initiative. (M.)	The example given illustrates how a well-intentioned action, if not executed thoughtfully, could backfire and generate negative publicity rather than enhancing the hotel's image.
	"You see, this kind of information can backfire. Bad publicity. You have to know how to do things properly, and be well informed." (M.)	This statement reinforces the importance of careful consideration and thorough understanding when promoting sustainability efforts. The risk of greenwashing is real, and mishandling information can lead to bad publicity.

Theme 2 : Promoting sustainability on social media	*"But for me, we have to keep going, do more, but not too much. We see the example of Greenwashing, where companies get caught out for this kind of thing. But it's still an important subject to emphasize." (L.)*	The idea is to maintain a balance—doing enough to communicate the hotel's commitment without exaggerating or misleading the audience.
	LINKEDIN AS AN ESSENTIAL TOOL	
	"But what I've done, at least since I've been here, is to create a front-page story. Personally, I rarely go back up a page's posts, so it makes it easy to see content posted a long time ago, and it's a format that's well suited to long-term, sustainable development. On Facebook, we don't have a front-page story, but we're trying to put more publications on this subject, because we don't have as much of a visual problem directly on the page, so we're freer in our publications. But the best network for this kind of publication is Linkedin. We'll always put Linkedin ahead of everything else." (L.)	Here, the speaker points out that LinkedIn is the preferred platform for these types of posts, due to its suitability for professional, long-lasting content. This suggests that LinkedIn is viewed as the most effective platform for sharing sustainability initiatives, particularly those that require more in-depth or continuous engagement.
	"For group and event clientele, it's really important, and companies are looking more and more at this kind of criteria. There are actions that don't necessarily concern the classic, individual clientele that companies are more interested in, and for that	LinkedIn is particularly important for attracting group and event clientele, who are more likely to value and seek out sustainability efforts. Unlike individual clients, business customers often use sustainability as a key criterion in their decision-making process.

	reason, it's an audience that's more likely to be found on Linkedin. Individuals are happy to know that we're doing something, but it's rarely their main choice when choosing a hotel. For business customers, it's a different story. It may inspire them to come to us for their conventions and so on." *(L.)*	
	"We've launched the Women's Leadership series, in which we interview hotel employees who hold positions of responsibility and management, to find out their stories, but also their vision. It's a very long-term project [...] We're releasing short 2-minute videos, one a month on Linkedin. And why not, later on, a kind of "best of" on Youtube. Of course, it's content that we won't be putting on Insta or Facebook, because it won't be relevant, but on Linkedin, we really get a lot of engagement around these publications." (L.)	This quote illustrates the targeted use of LinkedIn for specific content that aligns with the platform's professional nature. The Women's Leadership series is tailored for LinkedIn, where it garners significant engagement. The speaker acknowledges that such content would not be as effective on platforms like Instagram or Facebook, reinforcing the idea that LinkedIn is the best platform for certain types of in-depth, professional content related to leadership and long-term projects.

Appendix J : Theme 3 - Differentiation of social media platforms

	Extract of the interviews	Analysis
	A MESSAGE FOR EACH PLATFORM	
Theme 3 : Differentiation of social media	*"Obviously, depending on the network, the message will vary. For example, trying to promote small local events on Instagram or Facebook doesn't always work, sometimes you just can't capture people. On Linkedin we're going to be more on the Talents & Culture side, sharing the initiatives put in place by our HR team. We'll also be talking a lot more about sustainable development than on other networks, like certifications for example." (L.)*	Here, these quotes emphasize the necessity of adjusting content based on the platform's audience and purpose. LinkedIn is described as the go-to platform for promoting professional and organizational content, such as HR initiatives and sustainability certifications, because it caters to an audience interested in business and professional development. On the other hand, platforms like Instagram and Facebook may not be as effective for promoting smaller, local events, suggesting that these platforms require content that is more engaging and visually appealing to capture attention.
	"I think it depends on what you want to promote in detail, and therefore on the audience you want to reach. On Linkedin, I do everything that's certifications, but not for events, or very little, or after the event to retrace things a bit. But to invite people, it's Facebook and Instagram, especially for events and leisure activities to reach customers, and Linkedin for all our initiatives, such as the big clean-ups of the Manoir or	

	the river banks, or anything we do for groups." (L.) *"After that, it's not necessarily what works for sustainable development, it's what works on networks altogether. For our generation and the next, we watch a lot of visual content and video, with Tiktok and Instagram, so that's necessarily what appeals to us the most. On Facebook too, it's going to be a lot of photos, and on Linkedin, we can afford to add more text." (L.)*	She underscores the importance of format adaptation across platforms. The speaker recognizes that different generations and audiences are drawn to different types of content—visual and video content on TikTok and Instagram, and photo-based content on Facebook. Meanwhile, LinkedIn's audience is more receptive to text-heavy, detailed posts. This adaptability ensures that each platform's strengths are leveraged to maximize engagement
	DIFFERENT CONTENT FOR EACH PLATFORM, AN EFFICIENT STRATEGY	
Theme 3 : Differentiation of social media	"*We shouldn't even be posting the same thing on Facebook and Instagram, for example. If we really want to push things to the limit, the post we make on Instagram should be adapted to the feed, and the same goes for the one on Facebook. You see, for example, today we promoted a kayaking activity. The format of the photo doesn't correspond to Instagram. It's not eye-catching. You know, studies have shown that people look at square photos more. But on the other hand, it's adapted to the Facebook format. But, of course, it saves time. After that, there aren't enough of us in the team to work like that, although I'd like to." (M.)*	The interviewees recognize that each platform has a distinct audience with different preferences and that content should ideally be adapted to fit these nuances. However, they also highlight the practical challenges of doing so, such as limited team resources and time constraints, which sometimes force them to post the same content across multiple platforms despite knowing that this is not ideal. The recognition of these challenges shows an awareness of best practices in social media strategy, even if they are not always feasible due to operational limitations.

	"We don't have the same target or the same audience, depending on the network. But what's a bit of a challenge is that sometimes we're short-staffed. It's complicated in a single day, or sometimes in a week, to focus on each of the networks. Ideally, we should change the message, photo and format on each social network. Even on Facebook and Instagram, we often link them together a little because they're more similar than Linkedin, but in fact, we shouldn't. It's just that we don't have enough time to do so. It's just that we're understaffed. We can see that Instagram is younger, so we'll use shorter sentences and focus more on beautiful visuals, whereas on Facebook, we can share more information, it's more readable. But for lack of time, we share the same things on both." (L.)	
	"There are actions that don't necessarily concern the classic and individual clientele that will be of more interest to companies, and for that reason, it's an audience that we find more on Linkedin. Individuals are happy to know that we're doing something, but it's rarely their main choice when choosing a hotel. For business customers, it's a different story. It may inspire them to come to us for their conventions and so on." (L.)	This quote highlights the strategic use of LinkedIn to target a specific audience—business clients—who are more likely to value and be influenced by sustainability and other corporate actions. Unlike individual clients, who may appreciate these efforts but do not base their decisions primarily on them, business clients often consider these factors when choosing venues for events and conventions. This distinction underscores the

		importance of customizing content not just based on the platform but also on the specific audience segments that each platform serves.

Appendix K : Theme 4 - Balancing luxury and sustainability

	Extract of the interviews	Analysis
	SUSTAINABILITY AS A BONUS POINT	
Theme 4 : Balancing luxury and sustainability	*"I think it's really important in today's world to show that luxury isn't always synonymous with excess and opulence. To show that luxury can be done responsibly. By banishing plastic and replacing your room cards with bamboo. All this doesn't affect the customer's comfort. They don't have to adapt, it's just the format that changes. For me, it's really essential to show that you can make luxury products while keeping up with the times. And good for the planet." (M.)*	She highlights the evolving definition of luxury, where sustainability is integrated without compromising the guest experience. The speaker emphasizes that luxury can be responsible, modern, and eco-friendly, suggesting that small, sustainable changes (like replacing plastic with bamboo) can be implemented seamlessly, enhancing the hotel's brand without requiring guests to sacrifice comfort.
	"When we got the fifth Green Key, whether it was the global meeting, for example. We were the first hotel in Quebec to obtain the new global Green Key certification [...] When it was broadcast on our networks like Linkedin, we got a lot of feedback. At events, for example, companies contacted the team to say "Wow, congratulations!". It has an impact, because, you know, a customer who's going to do an event, when he's prospecting, if for example it's more expensive but it's in line with the customer's values, he won't mind paying more for a more	This quote illustrates the positive impact of sustainability certifications on the hotel's reputation and attractiveness to clients. The recognition of sustainability efforts, such as obtaining the Green Key certification, not only enhances the hotel's image but also appeals to customers who prioritize environmental responsibility.

	developed sustainability strategy." (E.)	
	"Yes, it is always positive, I'd say. At best, environmentally conscious customers who want to make an effort are happy and give us good feedback. It shows that we're trying to be modern and up to date when it comes to social and environmental responsibility. It makes us look serious, and only enhances our luxury brand. For others, as long as the quality of service and experience remains high, it generally doesn't have a negative impact. So it's always good to take." (J.)	He highlights the overall positive reception of sustainability initiatives in the luxury sector. Environmentally conscious customers appreciate these efforts, which reinforce the hotel's commitment to modernity and responsibility, thereby strengthening its luxury brand. For customers less concerned with sustainability, the initiatives do not detract from their experience, as long as service quality remains high. Thus, sustainability acts as a value-added bonus that enhances the brand without compromising the guest experience.
	A HARD BALANCE TO FIND	
Theme 4 : Balancing luxury and sustainability	*"Of course, it'll never come first, because people want luxury, it's all about the hotel's image, but it's a bonus. It'll never come first, because we're ecological, but it's not the hotel's guiding principle. But for me, it's important to continue, to do more, but not too much." (L.)*	The speaker acknowledges that, despite the increasing importance of sustainability, it remains secondary to the primary appeal of luxury. The core identity of a luxury hotel is still fundamentally tied to providing an opulent, indulgent experience. Sustainability is a "bonus"—something that enhances the brand's appeal but does not define it. Despite these challenges, the speaker recognizes the importance of continuing to integrate sustainability into the hotel's operations. The challenge for luxury hotels

		is to continue advancing their sustainability efforts in a way that enhances, rather than detracts from, their luxury offerings, ensuring that they can meet the evolving expectations of their guests without losing the essence of what makes them unique.

Appendix L : Theme 5 - Implementation of sustainable practices in events

	Extract of the interviews	Analysis
	AN INCREASING AMOUNT OF INITIATIVES	
THEME 5 : Implementing sustainability in events	*"We try to implement a number of initiatives. For example, we encourage and advise our customers to use local suppliers for everything from decoration to entertainment. It's important to work with local people, especially when you're in the country like we are, far from Quebec City and other big cities. We don't always have a lot of suppliers to choose from, but when we know someone we trust and whose work we know, it's always good to be able to support each other. The same goes for the food side: we source as much local produce as possible, and feature it prominently on our banquet menus." (J.)* *"We also partner with a local association to convince our customers to redistribute surplus food from events. It avoids waste, and feeds local people in need." (J.)*	Here, he highlights the proactive efforts to incorporate sustainability into event planning by prioritizing local suppliers and produce. The emphasis on supporting local businesses not only reduces the environmental impact associated with transportation but also fosters a sense of community and mutual support. Moreover, as he underscores the hotel's commitment to reducing food waste, a significant concern in the event industry, it reflects a broader trend in the hospitality industry towards social responsibility and sustainability, where surplus resources are repurposed to benefit those in need rather than being discarded.
	"After that, when we offer our services for events, we take care with air conditioning and give away surplus food. In our set-ups, we make sure that water jugs and pitchers are used, not single-use waste. Pens	By paying attention to details such as minimizing air conditioning usage, avoiding single-use plastics, and using eco-friendly materials, the hotel demonstrates a commitment to sustainability at every

	are made of metal, and notebooks are recycled and recyclable." (E.)	level of event planning. These initiatives not only reduce the environmental impact of events but also set a standard for responsible hospitality, showing that luxury and sustainability can coexist.
	AN INTEREST FOR MORE PEOPLE	
THEME 5 : Implementing sustainability in events	*"Sustainability is playing an increasingly important role in our daily lives, so for customers who are sensitive to environmental issues in their daily lives, it also counts in their events. More and more big companies are also starting to play the game, international companies and so on. Some individuals too, like young couples getting married." (J.)*	These quotes highlight the growing importance of sustainability in the planning and execution of events, driven by the increasing awareness and demands of customers. The first quote points out that sustainability is becoming a significant consideration for many clients, including large international companies and individuals such as young couples planning weddings. This shift reflects a broader societal trend where environmental consciousness is becoming a key factor in decision-making.
	"I remember a wedding last year where the bride and groom were adamant that the event should be quite eco-responsible. They wanted all the food to be local, and for the menu to revolve around that. We worked closely with the kitchens to meet these requirements. It was a real logistical challenge for them, but the end result was very satisfying, both for the bride and groom and for us." (J.)	The wedding mentioned demonstrates how clients are increasingly insistent on integrating eco-responsible practices into their events. The successful execution of this request not only met the clients' expectations but also provided a sense of satisfaction for the hotel staff, illustrating that while sustainability initiatives can be complex, they are ultimately rewarding and align with both client values and the hotel's commitment to responsible practices.

	A COMPLEX BATTLE	
THEME 5 : Implementing sustainability in events	*"Integrating best practices into our events isn't always easy, especially when customers' expectations aren't always in line with sustainable development objectives." (J.)*	While the hotel strives to implement best practices, the success of these efforts often depends on the clients' willingness to prioritize sustainability over traditional luxury elements. This can create friction when clients' expectations do not match the hotel's sustainability initiatives.
	"For many other people, the priority remains the more traditional luxury experience, and sustainability takes a back seat. This is where things get tricky for us as organizers. Especially since, as a Fairmont hotel, a brand of Accor, we have standards to respect." (J.)	As a Fairmont hotel, they must uphold brand standards that include both luxury and sustainability, but clients often prioritize the former, complicating the hotel's efforts to promote eco-friendly practices.
	"We try to offer alternatives and hope that customers will accept them, but that's not always the case, and we can't force their hand. If customers want to come and make three hundred white chairs from Montreal for a twenty-minute ceremony, there's nothing we can do." (J.)	This quote illustrates the limitations the hotel faces when trying to steer clients toward more sustainable choices. Despite offering alternatives, the final decision rests with the client.
	"There was nothing we could say or do. If the customer wants to hand out bottles of water to the participants, he'll do it. We can try to advise him otherwise, but if that's what his sponsor wants, then that's that. The same goes for decoration." (J.)	This statement emphasizes the power dynamics in client relationships, where the hotel can advise and recommend, but ultimately must comply with the client's wishes. Even when these wishes conflict with sustainability goals, the hotel must prioritize the

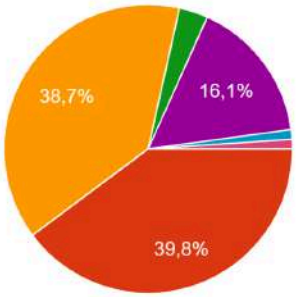
		client's satisfaction.
	"At the end of the day, the customer always has the last word, and our aim is to offer them an exceptional experience. It's also our job to accept this. Within reason, of course." (J.)	
	"It's true that on the events side, I think we could do even more, because it's true that the whole part that's managed by the customers themselves, they also have their sustainable development program, but that's not our responsibility, that's just the way it is." (E.)	There is a limit to their influence when clients manage certain aspects themselves. The hotel is constrained by the clients' choices, even when those choices involve their own sustainability programs, highlighting the complexity of fully integrating sustainability in events.
	"Although, let's face it, it's still a rather complicated area to develop. You can have all the certifications you want, but if your customer wants a service and books it himself, there's nothing you can do about it. You warn him, you encourage him in the opposite direction, but it's still his choice." (M.)	

Appendix M : Results of the quantitative study

CHARACTERISTICS OF THE SAMPLE

Quel âge avez vous ?

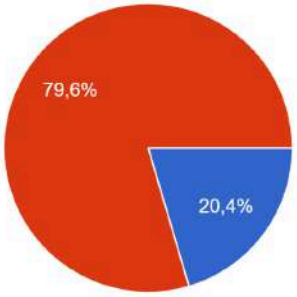
93 réponses



- Moins de 18 ans
- 18-24 ans
- 25-34 ans
- 35-44 ans
- 45-64 ans
- 65 ans et plus
- 25-24 ans

Quel est votre sexe ?

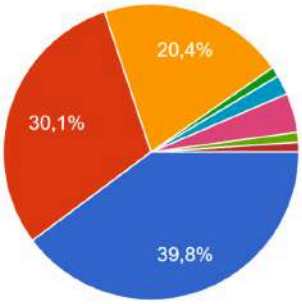
93 réponses



- Homme
- Femme
- Je ne souhaite pas le préciser

Quelle est votre catégorie socio-professionnelle ?

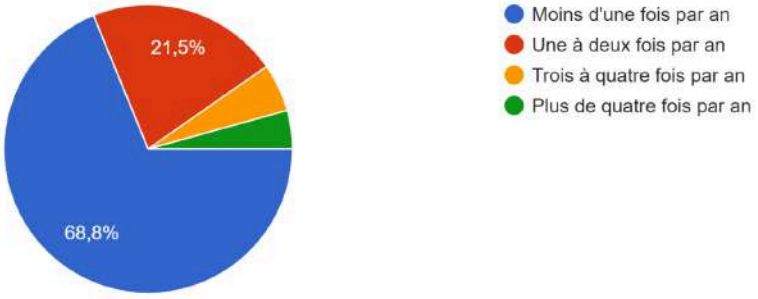
93 réponses



- Étudiant(e)
- Employé(e)
- Cadre
- Profession libérale
- Entrepreneur
- Retraité
- Sans emploi
- Professeure des écoles spécialisée
- Enseignante

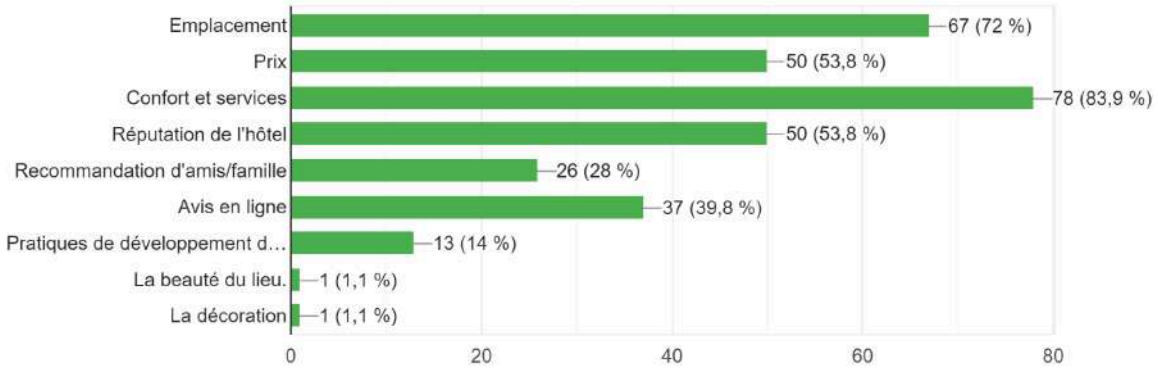
A quelle fréquence séjournez vous dans des hôtels de luxe ?

93 réponses



Quels sont les principaux critères que vous prenez en considération, lors du choix d'un hôtel de luxe ? (Sélectionnez toutes les réponses pertinentes)

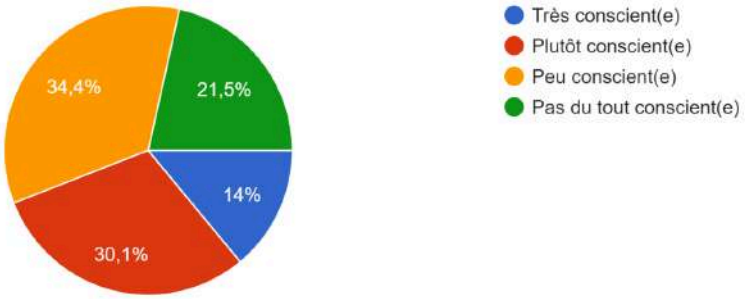
93 réponses



THE PERCEPTION OF SUSTAINABILITY IN LUXURY HOTELS

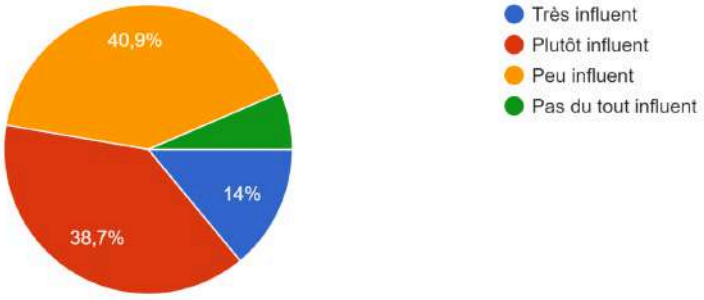
À quel point êtes-vous conscient(e) des pratiques de développement durable dans les hôtels de luxe ?

93 réponses



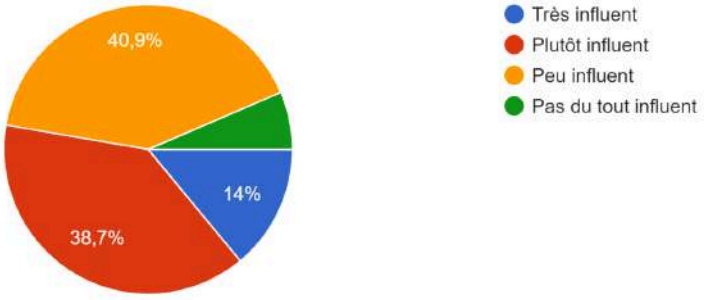
Dans quelle mesure les pratiques de développement durable pourraient influencer votre choix d'hôtel de luxe ?

93 réponses



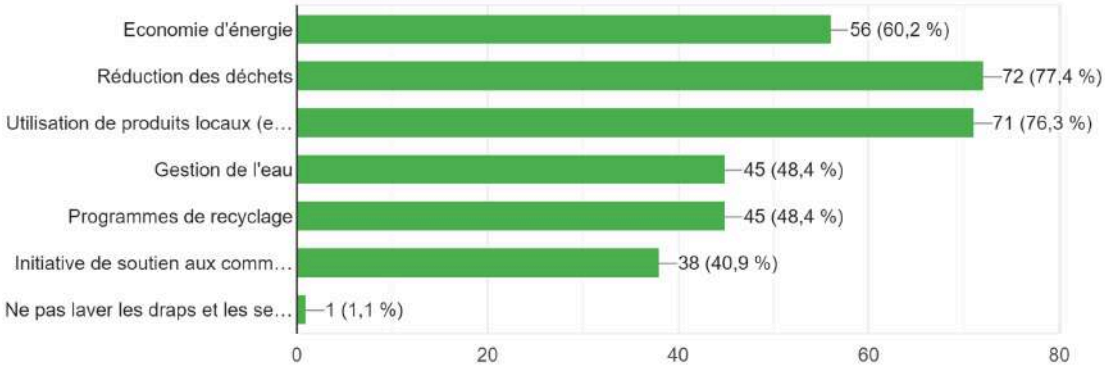
Dans quelle mesure les pratiques de développement durable pourraient influencer votre choix d'hôtel de luxe ?

93 réponses



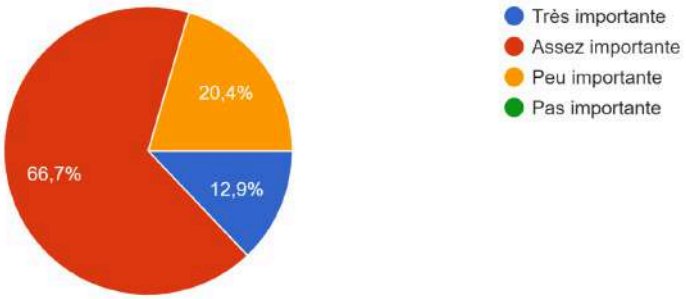
Quelles pratiques de développement durable considérez vous comme les plus importantes dans les hôtels de luxe ? (Sélectionnez toutes les réponses pertinentes)

93 réponses



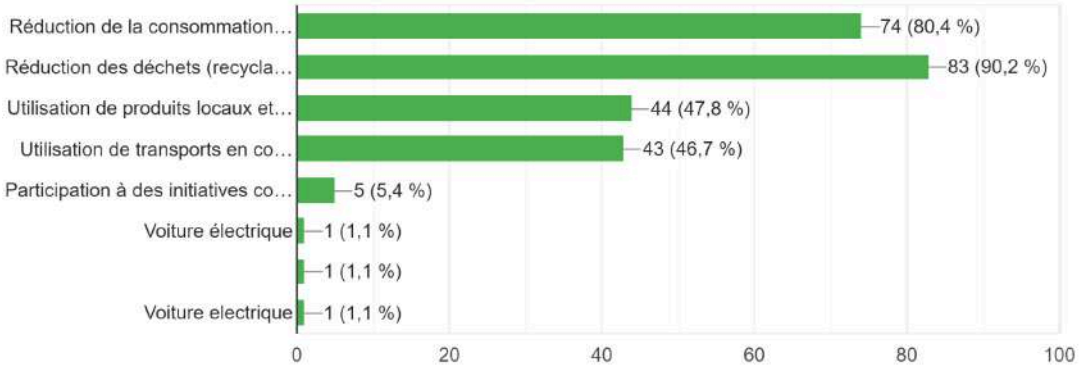
Quelle place occupe le développement durable dans votre quotidien ?

93 réponses



Quelles actions mettez-vous en place au quotidien pour soutenir le développement durable ? (Sélectionnez toutes les réponses pertinentes)

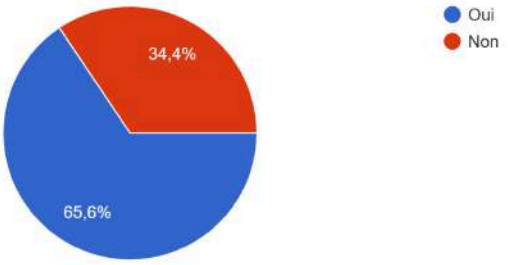
92 réponses



USE OF SOCIAL MEDIA

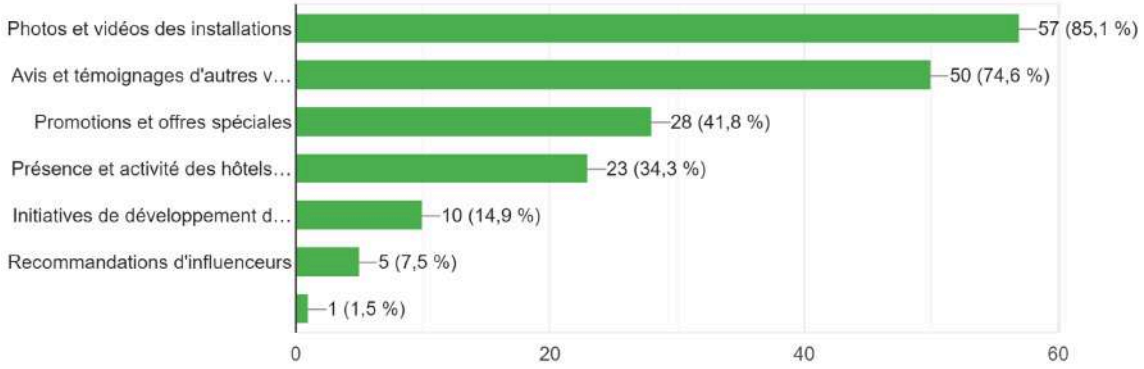
Utilisez vous les réseaux sociaux pour vous aider à choisir un logement en vacances ?

93 réponses



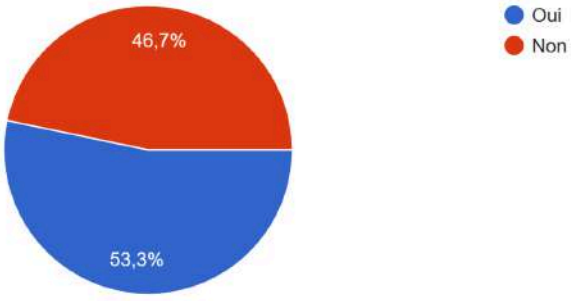
Si oui, quels éléments sur les réseaux sociaux influencent le plus votre choix de logement en vacances ? (Sélectionnez toutes les réponses pertinentes)

67 réponses



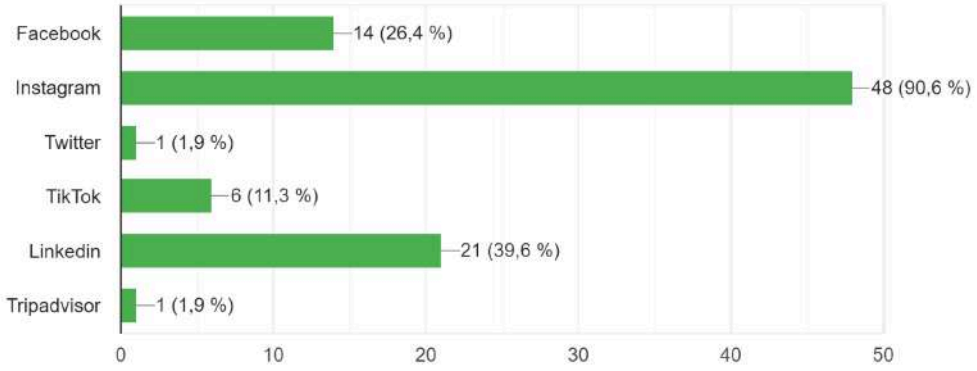
Suivez-vous des hôtels de luxe (ou des marques d'hôtellerie de luxe) sur les réseaux sociaux ?

92 réponses



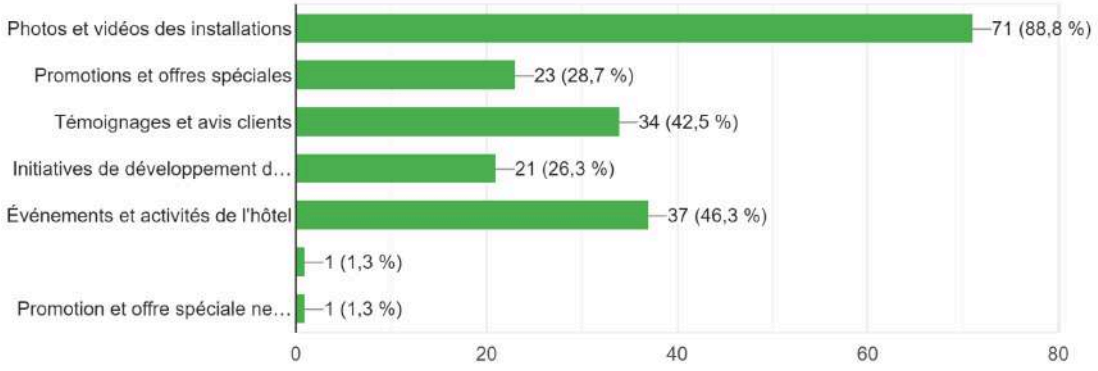
Si oui, sur quelles plateformes suivez-vous ces hôtels ? (Sélectionnez toutes les réponses pertinentes)

53 réponses



Quel type de contenu des hôtels de luxe trouvez vous le plus engageant sur les réseaux sociaux ? (Sélectionnez toutes les réponses pertinentes)

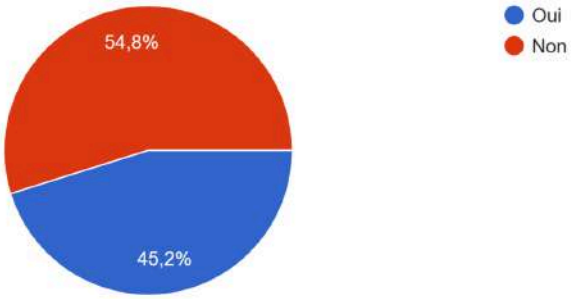
80 réponses



EVENT AND SUSTAINABILITY

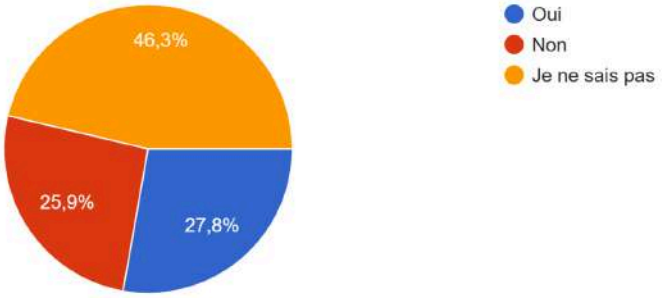
Avez-vous déjà participé à un événement (congrès, mariage, conférence, etc.) dans un hôtel de luxe ?

93 réponses



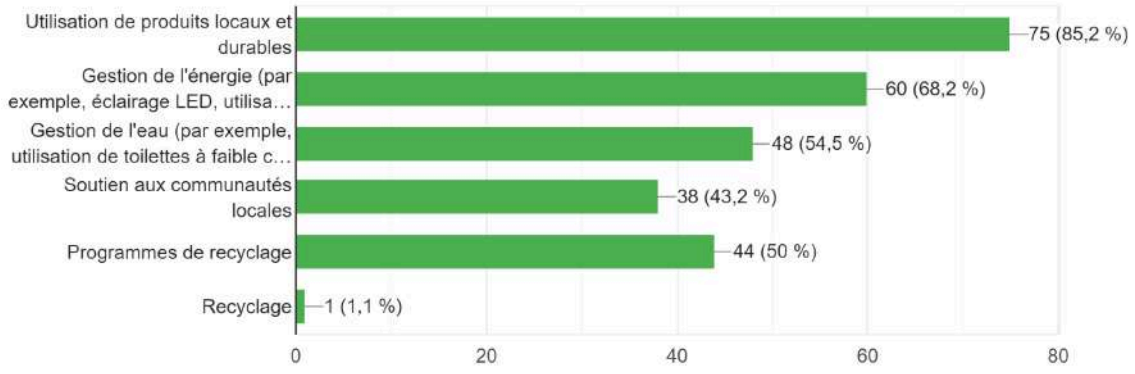
Si oui, l'hôtel a-t-il mis en avant des pratiques de développement durable lors de cet événement ?

54 réponses



Quelles pratiques durables trouvez vous importantes lors de l'organisation d'événements dans les hôtels de luxe ? (Sélectionnez toutes les réponses pertinentes)

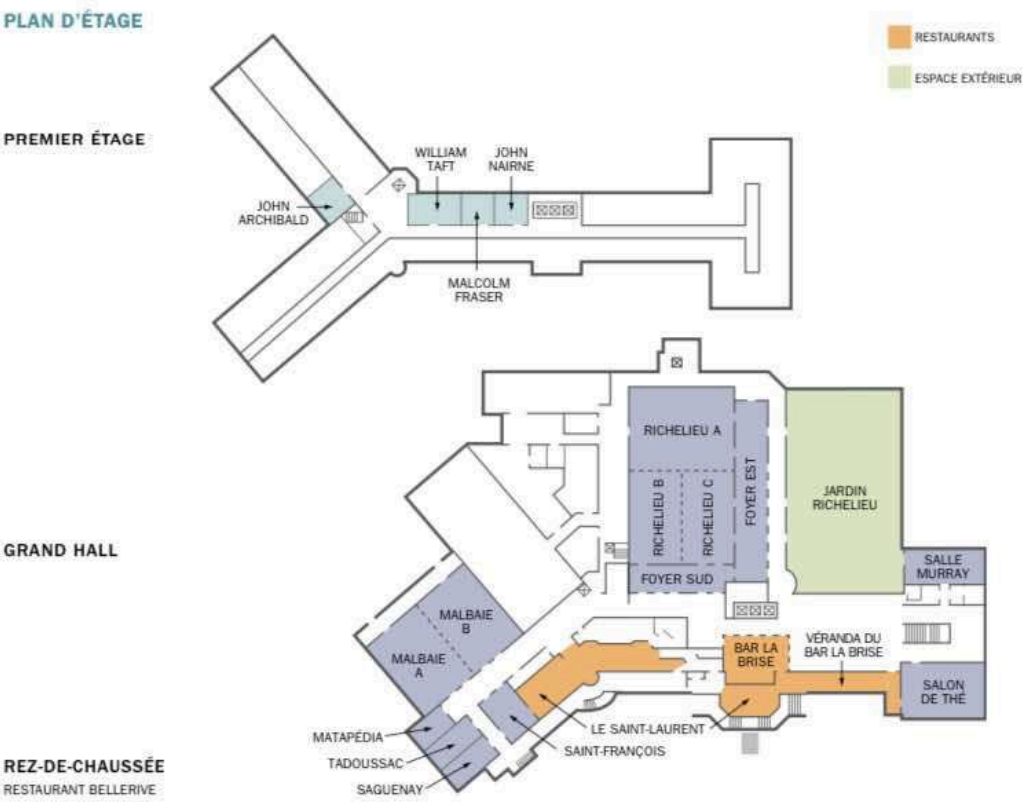
88 réponses



Définissez en quelques mots votre perception d'un hôtel de luxe

Appendix N : Capacity and map of the event spaces of the Fairmont Le Manoir Richelieu

PLAN D'ÉTAGE



CAPACITÉ D'ACCUEIL

	DIMENSIONS GLOBALES		SUPERFICIE		HAUTEUR		AMÉNAGEMENTS								
	PIEDS	MÈTRES	PIEDS CARRÉS	MÈTRES CARRÉS	PIEDS	MÈTRES	CONFÉRENCE	ÉCOLE	AMPHI-THÉÂTRE	RÉCEPTION	BANQUET	FORME EN U	CARRÉ	KIOSQUES 10 X 10 PI	KIOSQUES 8 X 10 PI
GRAND HALL															
RICHELIEU A, B ET C	78' 1" x 129' 11"	23,8 x 39,6	10 144	942	15'	4,6	–	600	1 000	1 050	820	–	–	55	64
RICHELIEU A	78' 1" x 64' 4"	23,8 x 19,6	5 021	466	15'	4,6	110	280	500	550	400	90	110	26	36
RICHELIEU B	38' 8" x 65' 7"	11,8 x 20,0	2 540	236	15'	4,6	60	128	250	275	200	45	60	12	15
RICHELIEU C	39' 5" x 65' 7"	12,0 x 20,0	2 583	240	15'	4,6	60	128	250	275	200	45	60	12	15
FOYER EST	24' 4" x 143' 8"	7,4 x 43,8	3 489	324	–	–	–	–	–	300	–	–	–	10	15
FOYER SUD	65' x 21' 4"	19,8 x 6,5	1 385	129	15'	4,6	–	–	–	140	–	–	–	4	4
MALBAIE A ET B	93' 2" x 64' 4"	28,4 x 19,6	5 991	557	12'	3,7	–	300	600	530	450	–	–	33	40
MALBAIE A	48' 7" x 64' 4"	14,8 x 19,6	3 122	290	12'	3,7	80	150	300	280	240	48	64	12	20
MALBAIE B	44' 7" x 64' 4"	13,6 x 19,6	2 869	267	12'	3,7	80	150	300	280	240	48	64	12	20
MATAPÉDIA	17' 8" x 27' 11"	5,4 x 8,5	492	46	13'	3,9	20	20	30	25	20	18	22	–	–
TADOUSSAC	19' 5" x 38' 5"	5,9 x 11,7	746	69	13'	3,9	32	36	62	40	40	32	34	–	–
SAGUENAY	19' 5" x 38' 5"	5,4 x 11,8	687	64	13'	3,9	32	30	58	40	40	32	34	–	–
SAINT-FRANÇOIS	26' 6" x 38' 4"	8,0 x 11,7	1 015	94	13'	3,9	14	18	24	60	60	14	16	–	–
SALLE MURRAY	55' 5" x 24' 4"	16,8 x 7,4	1 346	125	14'	4,3	16	18	24	120	20	15	18	–	–
SALON DE THÉ	57' 1" x 36' 5"	17,4 x 11,7	2 191	204	13'	3,9	22	30	–	200	–	–	–	–	–
PREMIER ÉTAGE															
JOHN ARCHIBALD	26' 2" x 14' 10"	8,0 x 4,5	388	36	8'	2,4	12	10	18	15	10	10	12	–	–
WILLIAM TAFT	40' 8" x 14' 10"	12,4 x 4,5	601	56	8'	2,4	24	20	40	30	20	20	24	–	–
MALCOLM FRASER	26' 2" x 14' 10"	8,0 x 4,5	388	36	8'	2,4	12	10	18	15	10	10	12	–	–
JOHN NAIRNE	26' 2" x 14' 10"	8,0 x 4,5	388	36	8'	2,4	12	10	18	15	10	10	12	–	–

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RÉSUMÉ : Redéfinir l'hospitalité de luxe : la promotion des pratiques de développement durable sur les réseaux sociaux

Alors que les préoccupations environnementales continuent de façonner notre société actuelle et le comportement de ses consommateurs, l'industrie de l'hôtellerie de luxe doit relever le défi d'intégrer des pratiques durables tout en préservant son image d'opulence et d'exclusivité. De plus, dans une société où les plateformes de médias sociaux sont omniprésents, ces établissements doivent apprendre à utiliser ce nouvel outil d'une manière qui puisse les aider à communiquer sur leur stratégie durable. Ce mémoire étudie l'intersection de la durabilité, du luxe et des médias sociaux, en se concentrant sur la façon dont les hôtels de luxe peuvent communiquer efficacement leurs initiatives durables sans diluer leur image de marque. En utilisant le Fairmont Le Manoir Richelieu comme une étude de cas, ma recherche se concentre sur les stratégies employées par les hôtels de luxe pour promouvoir la durabilité, en particulier dans le secteur de l'événementiel, le rôle des médias sociaux dans la promotion de ces efforts, et les défis associés au maintien de l'authenticité.

Mots-clés : hôtellerie de luxe, réseaux sociaux, développement durable, événementiel

ABSTRACT : Redefining luxury hospitality : the promotion of sustainable practices on social media

As environmental consciousness continues to shape our current society, and its consumer behavior, the luxury hospitality industry faces the challenge of integrating sustainable practices while preserving its essence of opulence and exclusivity. Moreover, in a society where social media platforms are omnipresent, these establishments have to learn to use this new tool in a way that can help them to communicate about their sustainable strategy. This dissertation investigates the intersection of sustainability, luxury, and social media, focusing on how luxury hotels can effectively communicate their sustainable initiatives without diluting their brand image. Using Fairmont Le Manoir Richelieu as a case study, the research focuses on the strategies employed by luxury hotels to promote sustainability, especially in the event sector, the role of social media in amplifying these efforts, and the challenges associated with maintaining authenticity.

Key-words : luxury hospitality, social media, sustainability, event sector