

## Article

# A Case Study of LightStay (2010–2017) – Hilton’s Corporate Responsibility Management System

Piotr Zientara <sup>1</sup>, Paulina Bohdanowicz-Godfrey <sup>2</sup>, Claire Whitely <sup>2</sup> and Grzegorz Maciejewski <sup>3,\*</sup>

<sup>1</sup> Faculty of Economics, University of Gdańsk, Armii Krajowej 119, 81-824 Sopot, Poland; zientara@fest.pl

<sup>2</sup> Hilton, Maple Court, Reeds Crescent, Watford WD24 4QQ, UK; Paulina.Godfrey@hilton.com (P.B.-G.); Claire.Whitely@hilton.com (C.W.)

<sup>3</sup> College of Economics, University of Economics in Katowice, 1 maja 50, 40-287 Katowice, Poland

\* Correspondence: grzegorz.maciejewski@ue.katowice.pl

Received: 2 April 2020; Accepted: 2 May 2020; Published: 6 May 2020

**Abstract:** This paper focuses on Hilton’s proprietary sustainability performance measurement system (SPMS) called LightStay (2010–2017). It draws on the case-study method and relies on three principal sources of information: in-house documents, a questionnaire completed by users of LightStay and interviews conducted with external experts. Specifically, the paper traces the system’s evolution and highlights its distinctive features, exploring the challenges and trade-offs related to the design and workings of an SPMS in a hotel multinational. The study shows, among other things, how LightStay, using an internationally approved methodology of data collection, calculation, metrics and benchmarking, compares a hotel’s predicted and actual environmental performance. It concludes by arguing that LightStay is a holistic platform that not only integrates precise measurement of the firm’s environmental effects with its business operations and strategic goals but also acts as a repository of sustainability knowledge and a facilitator of organisational learning. Its value and originality lie in providing unique insights into the workings of a proprietary SPMS at a nonanonymised hotel company.

**Keywords:** sustainability performance measurement system; environmental knowledge; energy and environmental indicators; energy saving; hotels

## 1. Introduction

Without doubt, there is a fast-growing realisation among individuals, companies and governments of the need to pursue sustainability. When applied to the business setting, it is referred to as corporate sustainability (CS), which is about “the integration of economic, environmental, and social considerations on the part of corporations” [1] (p. 688). Crucially, there is a large amount of overlap between CS, which derives from the idea of sustainable development, and corporate social responsibility (CSR), which is conceptually rooted in stakeholder theory and business ethics [2]. It is argued therefore, that CSR and CS are oriented towards “the same future” [3]. This is all the more so in the context of the 17 Sustainable Development Goals, with multinationals being particularly well placed to help attain most of them (e.g., clean energy). However, sustainability poses assorted challenges that “manifest themselves in terms of trade-offs which involve stakeholders, organizational operations, as well as financial and intangible assets” [4] (p. 337).

Central to these challenges is an organisation’s sustainability knowledge, conceived of as comprising relevant data, information and other knowledge-related resources, which are collected through (and preserved within) organisational knowledge structures [5]. The emphasis on data bears upon the issue of precise measurement (and reporting) of sustainability performance, which per se is highly problematic [6–8]. This also goes for the hotel industry, including hotel multinationals, which operate numerous properties varying in size, brand and geographical location. Therefore, of special

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