



MASTER THESIS

**EXPLORING THE ROLE OF SUSTAINABILITY TRAINING IN FOOD
WASTE REDUCTION: INSIGHTS FROM BUDAPEST'S HIGH-END HOTELS
USING A MIXED METHOD APPROACH**

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Abstract

This study focuses on the prevalence, effectiveness, and barriers of sustainability training programs aimed at reducing food waste in 4-, 5-, and specific 3-star hotels in Budapest, Hungary. The primary objective is to understand how widespread these training programs are within the targeted hotels in the capital of Hungary, Budapest, and to evaluate their impact on food waste management, employee retention, and financial performance. Using triangulation research method, a mixed methods approach, the research includes a structured questionnaire distributed to hotel managers, a semi-structured interview with a hotel deputy manager, and a thorough literature review and secondary data analysis. Results indicate that sustainability training programs focusing on food waste are not widely implemented across the sampled hotels. The primary challenges identified are financial constraints, lack of interest, and insufficient resources and time. Chain-affiliated hotels show a stronger commitment to sustainability training than independent hotels. The study concludes that despite the potential benefits, sustainability training is not widely prioritized, underscoring the need for greater investment and support to improve sustainable practices in the hospitality industry.

Keywords: food waste reduction, sustainability practices, hotel management, training, F&B department, employee

1. Introduction

The relationship between tourism and the environment has become an increasingly controversial topic nowadays, particularly given tourism's significant role in the global economy as it is a major industry that contributes significantly to job creation and economic development worldwide (Hall, 2015). Despite its economic benefits, achieving sustainability in tourism remains a global challenge (Niñerola, Sánchez-Rebull, & Hernández-Lara, 2019). The concept of green growth in the industry often leads to economic greenwashing, making the idea of sustainable tourism growth slightly ironic (Hall, 2015). Especially in the hospitality industry, where cost-saving often overshadows genuine sustainability efforts (Chawla, Lugosi, & Hawkins, 2022; Goh & Jie, 2019; Gyurácz-Németh, Hiezl, Németh, & Búr, 2021; Principato, Pratesi, & Secondi, 2018). In some cases, sustainable initiatives serve as a powerful marketing tool, where the focus is on the perceived quality and the overall customer experience, rather than on ethical obligations (Font, Elgammal, & Lamond, 2017; Thyberg & Tonjes, 2016). Consequently, tourism industry operators strive to implement sustainability measures that are visible to the guest, with the clear main motivation to achieve higher guest turnover and more revenue. Conversely, sustainable practices in hotels could significantly enhance resource efficiency, leading to notable savings in energy and water consumption, and improving food waste management (Thyberg & Tonjes, 2016). However, this latter aspect is often the subject of criticism within the sector, given that hotels are responsible for 15% of all food waste in the European Union (Feedback EU, 2022). A hotel guest generates 1 kg of waste per day on average, a large portion of which is food waste, and disposing of this food waste produces nearly twice its weight in CO₂ emissions (Amicarelli, Aluculesi, Lagioja, Pamfilie, & Bux, 2021; Juvan, Grün, Zabukovec Baruca, & Dolnicar, 2021). The Food and Beverage (F&B) department is a major contributor to such waste (Karakasné, 2017). The responsibility for food waste remains unresolved, raising important questions about whether it is driven by guests, staff, or management. Understanding the causes of food waste in hotels requires a closer examination of the workforce's role, as they are key participants in this issue (Goh & Jie, 2019).

More than 70% of food waste in the hospitality industry occurs before it reaches the customer's plate, with overproduction accounting for approximately 80% of its associated costs (Winnow Solutions, n.d.). Preventing food waste is one of the most effective actions available, and several studies confirm that employee training contributes to this reduction (Bhajan, Neetoo, Hardowar, Boodia, Driver, Chooneea, Ramasawmy, Goburdhun, & Ruggoo, 2022; Dasanayake, 2023; Goh & Jie, 2019; Heikkilä, Reinikainen, Katajajuuri, Silvennoinen, & Hartikainen, 2016; Papargyropoulou, Steinberger, Wright, Lozano, Padfield, & Ujang, 2019).

It is widely recognized that employees are among the greatest assets in the service industry (Ivančić, Ažić, & Badurina, 2023). The travel and tourism sector is a major global employer, currently employing 300 million individuals. Over the next decade, this sector is projected to employ 430 million people worldwide, which is projected to constitute 12% of the global workforce (World Travel & Tourism Council, 2023). Consequently, there is a critical need for a well-educated and skilled workforce to meet the demands of this expanding industry (Ivančić et al., 2023). As J. Willard Marriott, the founder of Marriott, stated, "Happy employees lead to happy customers," highlighting the link between employee satisfaction and customer satisfaction (as cited in Moffet, 2021). Investing in human capital through training benefits both employers and employees and drives organizational growth and competitiveness (Anderson, 2024; Nda & Fard, 2013).

However, the sector faces significant challenges, such as a shortage of skilled employees and high turnover rates, exacerbated by the COVID-19 pandemic (Amirtharaj, Cross, & Vembar, 2011; World Economic Forum, 2021). This issue is particularly relevant in Hungary, where the epidemic has forced many tourism workers to leave the sector, which is reflected in the World Economic Forum's 2021 Travel and Tourism Development Index, with Hungary ranking 41st in the Enabling Environment sub-index. The country has faced challenges in the Human Resources and Labour Market pillar, due to the aforementioned labor turnover and seasonality (Turizmus.com, 2023). After the pandemic, Budapest's growth in tourist arrivals was particularly impressive, in 2023 59% of Hungary's foreign tourist arrivals were registered in Budapest which further underscores the need for a skilled workforce (Simon, 2024; Ivančić et al., 2023). Ensuring reliable quality service can be achieved through training and standardization (Mmutle & Shonhe, 2017). The more experienced the employees are, the higher the chances of consistently delivering high-quality service (Anderson, 2024). According to Anderson (2024), investment in employee training programs for continuous learning and development has been shown to increase employee loyalty and decrease fluctuation. Hungary lacks an organization or company which is specialized in employee training on the basics of real-life sustainable practices in the hotel industry. Focusing on hotel catering, not only the educational institutions teaching catering in Hungary do not incorporate sustainability or food waste management in their curricula, but there is a lack of information published about such initiatives from hotels as well. To date, no studies have incorporated and explored this additional issue in the country. However, the topic of sustainability and food waste has recently emerged as a prominent area of interest, reflecting a general lack of resources and knowledge on the subject.

The primary objective of this study is to investigate the prevalence and popularity of F&B employee training programs and to assess the training needs in F&B departments in 4-, 5-, and select 3-star hotels

in Budapest, Hungary. To achieve this, it is necessary to explore the strategies and challenges that hotels face in implementing food waste reduction practices, particularly in the context of employee training. A key focus of the research is to understand the extent to which managers perceive employee training as an effective strategy to minimize food waste, and to identify the primary barriers that prevent the successful implementation and sustainability of food waste-focused training programs. The research compares these barriers between independent and chain-affiliated hotels in Budapest, providing insights into how different types of hotels experience and address these challenges. This study also aims to examine who is responsible for providing training and educating the current and future employees. A further key objective of this research is to assess the influence of sustainability training on employee retention and engagement within the F&B departments of Budapest hotels. Finally, the study aim assesses the financial perspective of investing in employee training for food waste reduction practices.

To explore this topic more profoundly and achieve the research goals, a study with a mixed methodological approach was conducted, with the following leading research question being formulated.

Main research question:

How widespread are sustainability training programs aimed at reducing food waste in 4-, 5, and some specific 3-star hotels in Budapest, Hungary?

The gathered opinions and experiences from targeted hotels aim to serve as valuable examples for other hotel and catering institutions. Understanding the attitudes and openness of hotels towards sustainability practices is essential for facilitating the next steps in implementing effective food waste reduction strategies.

2. Literature review

2.1 Definition of food waste

The food supply chain spans from production to consumers, with food waste occurring at every stage. There is differentiation between food loss and food waste based on the stage at which the waste is produced (FAO, 2014). The definition of food loss and waste is still not unified (Breewood, 2019). Some organizations, such as the Waste and Resources Action Programme (WRAP) (2020), differentiate between two categories of waste: non-avoidable waste (defined as the non-edible parts of food) and avoidable waste (defined as edible food waste). In this research the definition of the United Nation's body of food security and nutrition, the High-Level Panel of Experts on Food Security and Nutrition (HLPE-FSN) (2014) will be utilized, which states that only avoidable food loss and waste should be taken under investigation, unavoidable is not considered food loss and waste. Food loss and waste only

includes food that is intended for human consumption and does not include the inedible parts (HLPE, 2014). In this context, the definition of *food loss* refers to food intended for human consumption that is removed from the food supply chain at any point before reaching the retail and consumer stage (HLPE, 2014). The term *food waste* is used to describe the phenomenon where food suitable for human consumption is discarded at the retail and consumer stage, regardless of the reason (HLPE, 2014).

2.2 Food waste in the hospitality industry

The hospitality industry, particularly hotels, significantly impacts climate change due to its significant resource consumption and waste generation (Mota, Leite, & Ghasemi, 2024). Hotels are major consumers of energy, water, and other resources, contributing to environmental pollution and responsible for approximately 1% of global carbon dioxide emissions (Babagbale, 2020; Kasia, 2023). In addition, according to Mettler (2023), 9% of the total waste generated in a hotel is food related. The Sustainable Development Goals (SDGs) set out by the United Nations provide a framework to guide companies in becoming more sustainable in their operations. The main challenge in advancing sustainability action plan initiatives in hotels is influencing employees to actively contribute ideas and engage in sustainable practices such as minimizing water and electricity consumption, and proper waste disposal including kitchen waste or proper food handling (Babagbale, 2020).

According to the report of Winnow Solutions (n.d.) 70% of the food waste is generated in the kitchens, accounting for 8-20% of total food costs (Xiaojie, L., Xiuping, H., Xin, Y., Hongyue, W., Xiao, T., Shiyang, L., Jiamei, L., Wenli, J., & Xiaoxi, S. 2022). This highlights the importance of examining waste generation within the kitchen itself, where food waste can occur at any stage after the food ingredients are brought into the kitchen. including, receiving and storage of ingredients, during food preparation, and finally, during meal service (Principato, Pratesi, & Secondi, 2018; Dhir, Talwar, Kaur, & Malibari, 2020; Mooney, 2024).

2.3. Food waste drivers in the F&B department

The issue of food waste in hotel kitchens is multifaceted, driven by various factors that span from procurement through preparation to service (Nemes & Karakasné, 2022). Understanding these drivers is crucial for creating effective strategies to mitigate food waste. A comprehensive collection of literature and studies enables to identify the most common potential points of error throughout the food's journey, which is illustrated in Table 1. Managers influence waste through procurement decisions while the staff impacts waste during preparation and serving, and diners contribute at the consumption stage (Dhir et al., 2020). It is important to highlight that this study will not specifically examine plate waste generated solely by guests' behavior. However, it is important to note that employees can indirectly cause plate

waste, making it crucial to mention. By addressing the identified points of failure, both staff and management can significantly contribute to the amount of plate waste, meaning the avoidable food waste left on guests' plates after serving (Nemes & Karakasné, 2022).

1. Table: Potential points of error throughout the food's journey in F&B department of hotels

Stage	Action	Person in charge	Drivers of waste	Source
Kitchen	Planning and Procurement	Management	Poor menu planning	Bhajan et al. (2022); Dhir et al. (2020); Erdélyi & Karakasné (2019); Filimonau et al. (2019); Lee & Huang (2023); Principato et al. (2018); Winnow Solutions (2018)
			Incorrect demand estimation	Dasanayake (2023); Dhir et al. (2020); Erdélyi & Karakasné (2019); Filimonau et al. (2019); Lee & Huang (2023); Mettler (2023)
			Failed procurement	Dasanayake (2023); Lee & Huang (2023); Principato et al. (2018); Winnow Solutions (n.d.)
	Inventory management	Management	Poor stock control and inventory planning	Dasanayake (2023); Filimonau et al. (2019); Principato et al. (2018)
			Poor storage conditions	Erdélyi & Karakasné (2019); Principato et al. (2018); Winnow Solutions (n.d.)
			Overstocking	Dasanayake (2023); Lee & Huang (2023); Winnow Solutions (n.d.)
	Preparation	Employees	Inadequate cooking skills and ineffective food reparation	Dasanayake (2023); Erdélyi & Karakasné (2019); Filimonau et al. (2019); Winnow Solutions (n.d.)
			Cooking process failures	Dasanayake (2023); Dhir et al. (2020); Erdélyi & Karakasné (2019); Filimonau et al. (2019); Lee & Huang (2023); Principato et al. (2018); Winnow Solutions (n.d.)
	Plating	Employees	Plating design	Dhir et al. (2020)
Service	Serving	Employees	Communication	Filimonau et al. (2019); Lee & Huang (2023); Pirani & Arafat (2016)

Post service	Consumption	Employees/Guests	Plate waste	Nemes & Karakasné (2022)
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Source: own production

While physical food waste only appears once ingredients enter the kitchen, the processes of planning and procurement play a crucial role in determining the amount of waste generated, as strategic decisions made during this phase are critical in minimizing food waste (Lee & Huang, 2023; Dhir et al, 2020).

Efforts to reduce waste in the hospitality industry are often hindered by internal policies and operational demands that prioritize financial benefits, making it difficult for employees to adopt environmentally friendly practices (Goh & Jie, 2019). While the primary motivation for reducing food waste remains cost savings, it is now essential for hotels to demonstrate a complex sense of responsibility by integrating social and environmental aspects into their operations (Principato et al., 2018; Chawla et al., 2022; Gyurácz-Németh et al., 2021; Goh & Jie, 2019). However, this integration requires trust and support from employees (Gyurácz-Németh et al., 2021).

It can be concluded that most of the literature reviews highlight poor planning and cooking process failures as significant issues contributing to food waste, with the responsibility falling on both management and employees. Although these issues are identified and described in detail, there is a notable lack of recommendations regarding long-term solutions. To address these gaps and effectively achieve success in reducing food waste, it is crucial to prioritize and implement a prevention-first approach (World Wildlife Fund, n.d.). This shift in attitude and behavior can be challenging, requiring commitment from all levels of the organization, from senior managers to new employees. Incorporating prevention activities into job descriptions and providing regular training to both new and existing employees can ensure a sustainable reduction in food waste (FAO, 2020). Numerous studies emphasize the importance of employee training, yet a few focus on its relation to food waste (Amirtharaj et al., 2011; Anderson, 2024; Dubai, 2023; Nda & Fard, 2013; Heikkilä et al., 2016; Papargyropoulou et al., 2019).

2.4 Training and food waste: a global target

The UNWTO recognizes the importance of education in the 2030 Agenda for Sustainable Development, with a particular emphasis on Quality Education as Goal No. 4 among the 17 Sustainable Development Goals (SDGs). Target 4.4 is especially relevant as it says: „By 2030, substantially increase the number

of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship” (Global Goals, n.d.). The objective of this Target is to increase the number of employees and employers with relevant skills such as problem-solving, teamwork, and communication (World Tourism Organization, 2023). In this context, the tourism sector's contribution to the target is significant due to its multi-faced nature and broad spectrum. To achieve this objective, it is essential to expand technical and vocational skills training in the tourism industry, however, training providers and industry associations are facing the challenge of developing a system that aligns training content with the current and future skill gaps and opportunities for career progression in the tourism sector (World Tourism Organization, 2023).

As for food waste, the UNWTO's Global Roadmap for Food Waste Reduction in the Tourism Sector (2023) outlines a comprehensive framework to help tourism stakeholders minimize food waste. It encourages the implementation of sustainable food management practices, with a focus on preventing food surplus, redistributing food, and utilizing circular processes such as composting and energy recovery (World Tourism Organization, 2023). In line with Sustainable Development Goal (SDG) No. 12 for responsible consumption and production, Target 12.3 aims to halve global food waste at the retail and consumer levels by 2030 (FAO, n.d.).

Evaluating the education of food and beverage staff about food waste is essential, as this directly contributes to the realization of Sustainable Development Goals (SDGs) 4 and 12.

2.5 The relevance and definition of employee development and training

Regarding the relevance of employee development and training, it is crucial to highlight that well-designed training programs not only enhance employee skills but also play a significant role in reducing operational inefficiencies, such as food waste (Smith, 2023). Several studies confirm that effective employee training directly impacts the reduction of food waste (Bhajan, Neetoo, Hardowar, Boodia, Driver, Choonea, Ramasawmy, Goburdhun, & Ruggoo, 2022; Dasanayake, 2023; Goh & Jie, 2019; Heikkilä, Reinikainen, Katajajuuri, Silvennoinen, & Hartikainen, 2016; Papargyropoulou, Steinberger, Wright, Lozano, Padfield, & Ujang, 2019). Continuous training helps experienced employees deliver consistent, high-quality service, boosting customer satisfaction and loyalty, and reducing turnover, ultimately leading to long-term organizational success and enhanced profitability (Smith, 2023; Anderson, 2024).

A distinction can be made between development and training. *Development* focuses on improving existing skills beyond direct job-related activities, whereas *training* gives employees new skills or

knowledge, both improving their job performance (Amirtharaj et al., 2011; & Nda & Fard, 2013). In the context of a hotel's F&B department, development might involve refining food preparation techniques to maximize ingredient use and reduce waste, while training could include educating staff and management on advanced and up-to-date sustainable practices such as composting and recycling. In this study, the terms *training* and *development* will be used collectively to simplify analysis and emphasize their combined impact on enhancing employee performance and reducing food waste.

2.6 Responsibility of avoiding food waste in the F&B department

Management is responsible for creating and implementing both operational and strategic practices, as written in Table 1, along with additional responsibilities such as developing training programs (Smith, 2023). It is also essential for management to actively engage in employee education to ensure the effectiveness of these training programs, which align with organizational goals and drive productivity (Smith, 2023). Furthermore, effective organizational and communication within the team, as well as with suppliers and customers, are essential to prevent food-related operational failures (Heikkilä et al., 2016). Therefore, comprehensive training that enhances management systems, develops professional competencies, and enhances communication is necessary (Heikkilä et al., 2016). This approach emphasizes the dual responsibility of managers and leaders to both receive and provide education in order to effectively address departmental challenges.

From the employees' perspective, based on the study of Papargyropoulou et al. (2019) preparation waste, including overproduction, peeling, and spoilage, is significantly influenced by the skill level and training of the kitchen staff. For instance, less experienced cooks who lacked proper training contributed to higher food waste due to poor cutting skills or food handling practices (Papargyropoulou et al., 2019). Effective training can enhance the management of raw materials, minimize preparation mistakes, and improve the overall efficiency and sustainability of hotel operations (Bhajan et al., 2022).

A practical example of successful food waste reduction can be seen in a 12-week pilot program organized by World Wildlife Fund (n.d) across ten hotel properties. This program tested waste reduction strategies, including low-waste menu planning, staff training, and customer engagement. This resulted in at least a 10% reduction in food waste and a 3% decrease in food costs. The initiative empowered hotel staff with the knowledge and tools to reduce food waste, enhancing their menu planning, waste tracking, and fostering a sustainability culture (World Wildlife Fund, n.d.). To mention further examples, some organizations prioritize employee education in their efforts to promote sustainable tourism. TrainingAid offers practical and flexible training programs to enhance the skills of tourism professionals, while Travindy, a non-profit organization, provides training and consulting services aimed at educating

employees, raising awareness, and driving positive change within the industry (TrainingAid, 2022; Travindy, 2023). Both organizations emphasize the importance of equipping employees with the necessary skills and knowledge to implement effective sustainability practices, ultimately contributing to broader sustainability goals in the tourism sector (TrainingAid, 2022; Travindy, 2023).

2.7 Employee training and food waste management in Hungarian hotels

There are about 1000 hotels in Hungary (Központi Statisztikai Hivatal, 2023), which accounts for a significant share of the accommodation preferred by international and domestic tourists (hirado.hu, 2023). Despite the extensive range of offerings observed in the hospitality industry and the acknowledgment of the environmental impact of hotels, there is considerable variation in the sharing of information regarding sustainability actions and their results across hotels, which includes the data on the amount of food waste and mitigating strategies. There is limited data not only on food waste but also on the workforce and the education they receive. This lack of information is supported by the fact that no organization in Hungary currently provides specialized training for hoteliers and caterers, however in 2022, the number of employees in the tourism sector was 398,000 (156,000 women, 193,000 men) (Zerényi, 2023). Out of these, 182,000 were employed in accommodation services and catering (Zerényi, 2023). The current vocational training programs for kitchen assistants, chefs, and catering professionals in Hungary do not include sustainability or food waste management in their curricula (OKJ Tanfolyam, n.d.; Szakképesítés, n.d.). Although the HACCP (Hazard Analysis and Critical Control Points) system is comprehensive in terms of food hygiene and occupational safety, it lacks an emphasis on food waste management (HACCP Tanácsadó Kft., n.d.).

The issue of training provision also arises in the context of the ongoing challenges of seasonality, labor shortage, and fluctuations in the industry. To address this shortage, Hungary has been increasingly relying on foreign workers particularly from Asia, in positions such as cooks (Világ gazdaság, 2024). However, this phenomenon seems to provide a rapid solution, it raises doubts about service quality and operational efficiency (Világ gazdaság, 2024). Due to cultural and language differences within one hotel, it becomes challenging to ensure that employees receive consistent training. In the absence of such training, the quality of employees' work may decrease, potentially leading to an increase in food waste. In addition, the use of workforce leasing services has grown significantly in the Hungarian labor market in recent years (Meszmann & Fedyuk, 2018). The Hungarian National Association of Workforce Leasing Companies (MMOSZ), with 23 member companies, supply labor force to various sectors, including hospitality (MMOSZ, n.d.). While it addresses immediate staffing shortages, it proves to be a short-term solution. Concerns arise regarding the commitment of these external workers, particularly in the F&B

departments, where their lack of responsibility may contribute to increased food waste due to less careful handling of tasks.

The Marriott is pioneering to tackle the issue of labor shortages. Uniquely, in Hungary, the chain has initiated the LevelUp! Training programs as a potential solution to the shortage of skilled professionals. The objective of this program is to mitigate the labor shortage exacerbated by the coronavirus pandemic by training their own workforce (Kaszás, 2024). At present, the hotel chain is conducting a pilot program in Hungary. A notable advantage of the program is its aim to engage young individuals who had not previously considered a career in the hotel industry. Presently, the program in Budapest focuses on training kitchen assistants (Kaszás, 2024). This initiative represents a significant advancement in the industry, as it is unique in the country. The program addresses the issue of labor shortage, places an emphasis on the retention of employees, and provides guaranteed quality and standardized training for kitchen assistants. Moreover, the program may indirectly contribute to a reduction in food waste by targeting an underlying cause of the issue.

2.8 Budapest under spotlight

Analyzing the tourism of the capital city, Budapest is undoubtedly the most popular city, attracting a significant number of both domestic and foreign tourists (Turizmus.com, 2024; Gaál, 2023). The capital offers a wide variety of hotels, mainly 3-4-5-star city, boutique, conference, and luxury accommodations, to meet the different preferences and needs of tourists. These hotels are supported by the Hungarian Hotel and Restaurant Association (HHRA), the leading association of the Hungarian hospitality industry. The HHRA advocates the needs of the industry, encouraging cooperation and promoting high standards. It provides its members with resources and guidance to meet challenges, capitalize on market opportunities, and maintain quality. The association also plays a vital role in facilitating communication between its members, government bodies and the wider hospitality sector, thus supporting economic growth and tourism in Hungary (Magyar Szállodák és Éttermek Szövetsége, n.d.). The HHRA's database is highly relevant, covering 471 hotels with approximately 40,350 hotel rooms, representing about 70% of the national hotel capacity (Magyar Szállodák és Éttermek Szövetsége, n.d.). The most significant green certificate for Hungarian hotels is the Green Hotel Award (GHA), distributed by the HHRA. It encourages Hungarian hotels to adopt environmental practices. Hotels must also provide their carbon footprint, calculated through a specific program, and evidence of selective waste collection and the use of grease filters in kitchens (Magyar Szállodák és Éttermek Szövetsége, n.d.).

The literature review reveals critical gaps in Hungary's hospitality industry concerning food waste management, particularly the lack of clarity on the presence of sustainability and food waste training

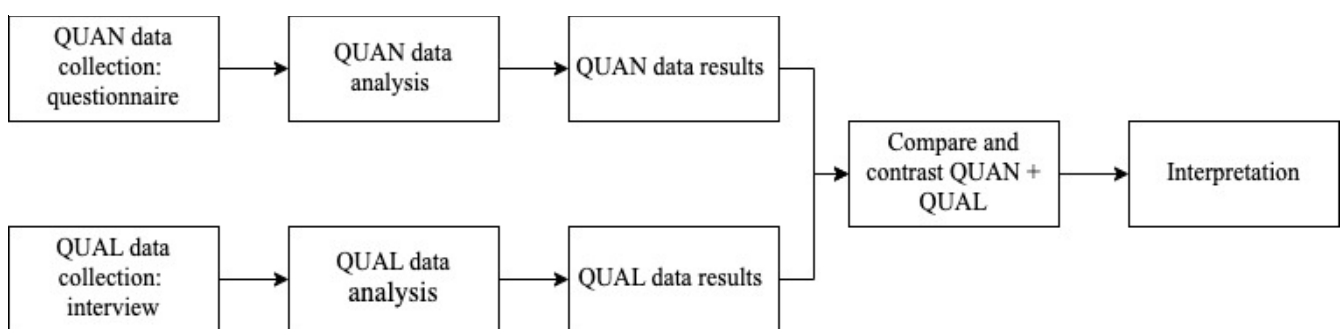
programs, or whether there is a genuine demand for such training from hotels. Additionally, there is insufficient data on the effectiveness of these training programs, making it challenging to evaluate their impact. Furthermore, there is an unclear delineation of responsibility, raising questions about whether hotels alone should address these issues or if they represent a broader, systemic challenge within the industry. Addressing these gaps requires a clearer picture and a better understanding of the industry's approach and needs to take further actions. In order to fill the existing research gap, it is necessary to conduct comprehensive and complex research.

3. Research method

Data collection includes both secondary and primary data collection. For secondary research, the study comprises a comprehensive literature review and a quantitative database created from secondary data (Table 2.). The literature review examines existing research to identify sources of food waste in F&B departments within the hospitality industry. It emphasizes preventing food waste through employee education and training, identifies barriers to sustainability training, and highlights research gaps in the context of Hungary and Budapest's hotels. In addition to the literature review, the secondary research includes the construction of a quantitative database (Table 2.), which is crucial for the research as it provides a comprehensive overview of the research sample. It collects and quantifies information regarding their affiliation, as well as their sustainability measures, including details on whether the hotel has received the most appreciated green certificate in Hungary, the Green Hotel Award, and whether the hotel actively promotes or indicates the existence of sustainability programs or green initiatives on any platform.

The study employs a triangulation design as the primary research method, utilising a mixed methods strategy to gather complementary data and to enhance the depth of understanding of the research problem (Creswell, & Plano Clark, 2006).

1. Figure: Application of Triangular Research Approach



Source: data from Truong, Liu, & Yu (2020), own production

This approach integrates both quantitative and qualitative methods to exploit the strengths of each, providing a comprehensive analysis of food waste training in Budapest hotels (Creswell, & Plano Clark, 2006). In tourism studies, quantitative data can provide a broader overview, while qualitative data can add depth and context, thus giving a richer picture of reality, offering a complete understanding of tourism phenomena that might not be possible through monomethod research (Truong, Liu, & Yu, 2020).

In terms of implementation, both quantitative and qualitative data will be collected simultaneously, although they will be analyzed separately, in accordance with the process illustrated in Figure 1. The integration process will involve comparing and contrasting the results from both methods, while the final implications and interpretations will be drawn at the discussion stage, thus validating the overall research findings. A structured questionnaire provides mostly quantitative data from hotel managers and F&B staff while qualitative insights are gathered from a semi-structured interview with a deputy manager of a hotel in Budapest.

This study applies a purposive sampling method, which involves selecting a sample based on characteristics specifically defined for a relevant purpose in the study, ensuring the sample includes only the population of specific interest (Andrade, 2020). Based on the findings from the literature review and database, the observed hotels were chosen based on the listed criteria:

- part of the Hungarian Hotel and Restaurant Association (HHRA),
- located in Budapest,
- categorized as 4*, 4* Superior, 5*, 5* Superior and those 3* and 3* Superior hotels that has won the Green Hotel Award,
- provide catering service to the guests (a minimum breakfast buffet).

As for the explanation of the criteria system, the capital of Hungary is in the spotlight as it ranks first among the top tourist destinations in Central Europe, where hotels with more than 4 stars are expected to offer a high level of service and amenities, including advanced management systems and operational practices (Cunningham, 2024). It is important to note that although the primary focus is on 4 and 5-star hotels, 3-star hotels that have received the Green Hotel Award are also included in the analysis. These award-winning 3-star hotels are distinguished due to their commitment to sustainability and environmentally friendly practices, providing valuable insights into sustainable hospitality practices across different hotel classifications. The choice of the HHRA database is highly relevant due to this extensive representation as its comprehensive coverage of the hospitality industry in Hungary makes it a central resource for insights and data.

Following the criteria, a total of 89 hotels were included in the study. Given the complexity and thematic focus of the research, which emphasizes the F&B department, the target respondents were hotel managers, F&B managers, sustainability managers or chefs and sous chefs. The questionnaire was conducted online, and it was divided into four parts, each exploring topics related to the formulated research objectives. After the initial section covering questions about hotel characteristics and general sustainability approaches, the questionnaire could proceed in two different ways: positive responses led to questions about post-training experiences, particularly concerning food waste, while negative responses explored barriers and challenges. The remaining two sections, which focused on fluctuation and economic aspects, included similar themed questions.

Prior to the finalisation of the survey, a pilot test was conducted with a hotel manager in order to identify and correct errors. The revised questionnaire was distributed via email with a ten-day completion deadline. Following the first round of distribution, a limited number of responses were received, thus the questionnaires were resent. Despite the slightly higher interest, the responses were insufficient for statistical analysis. Subsequently, LinkedIn was used to contact potential respondents directly. This platform made it possible to personally contact target individuals and request their support in completing the questionnaire. Despite repeated and multifaceted inquiries, the respondents continued to demonstrate a lack of openness, necessitating the closure of the questionnaire with only seven responses.

The interview complements the deficiencies encountered during the questionnaire process, thereby demonstrating the advantage of the triangulation approach. The semi-structured interview was conducted with the deputy manager of one of the 89 hotels to receive a personal and more in-depth insight into the topics covered by the questions in the questionnaire. The hotel, IBIS Styles Budapest Airport, has a 3-star Superior rating and has been awarded the Green Hotel Award multiple times as a member of HHRA.

4. Data analysis

The data analysis comprises the analysis of three methods separately: the analysis of secondary quantitative database, the analysis of questionnaire results and the analysis of the interview. The primary data will be analyzed according to the triangular design approach, in which the data is analyzed separately, and the results obtained from both methods are subsequently compared, contrasted and interpreted.

4.1 Examination of the database of targeted hotels

The data presented in Table 2 demonstrates a notable prevalence of chain-affiliated hotels within the targeted hotel sector. It is evident that chain-affiliated hotels not only outnumber independent hotels, but they are more successful in achieving recognition for their sustainability efforts. This is reflected by their dominance among Green Hotel Award (GHA) winners, where the vast majority (93.55%) are chain-affiliated, with only 6.45% being independent. Additionally, among hotels that have sustainability initiatives and programs but have not won a GHA, nearly 90% are chain-affiliated, and only 10% are independent. Supported by the findings of Merino (2022), independent hotels often have limited resources compared to large chains, which impacts their ability to invest in and implement comprehensive sustainability programs that meet the rigorous standards required for awards like the GHA. Unlike chain-affiliated hotels with standardized practices, independent hotels may lack structured frameworks (Merino, 2022).

2. Table: Database of targeted hotels, their sustainability programs and GHA status

	Number of hotels	%	% (base varies)
Total hotels	89	100.00%	
Independent hotels	23	25.84%	
Chain-affiliated hotels	66	74.16%	
<hr/>			
Total number of GHA winning hotels since 2013	31	34.83%	100.00%
<hr/>			
Independent GHA winning hotels since 2013	2	-	6.45%
Chain-affiliated GHA winning hotels since 2013	29	-	93.55%
<hr/>			
Total number of hotels that have sustainability program but have not won GHA	29	33.58%	100.00%
<hr/>			
Independent hotels that have sustainability program but has not won GHA	3	-	10.34%
Chain-affiliated hotels that have sustainability program but have not won GHA	26	-	89.66%

Source: data from Magyar Szállodák és Éttermek Szövetsége (n.d.), own production

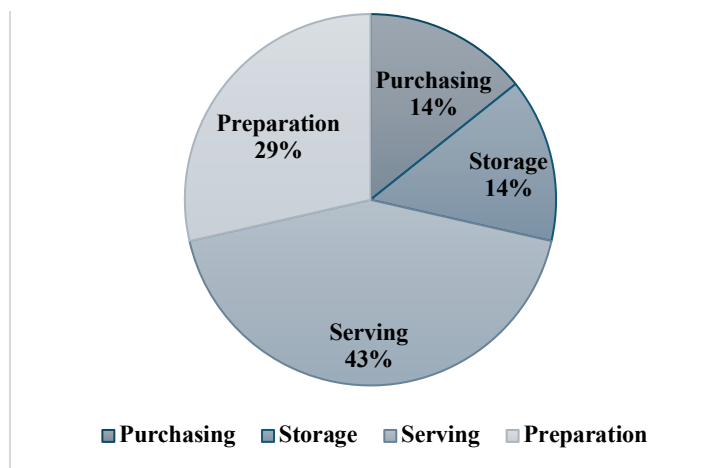
4.2 Questionnaire analysis

The quantitative data will be analyzed using descriptive statistics, including frequency counts and percentage distribution. Due to the small sample size, the findings will serve as a directional guide rather than providing definitive statistical conclusions. Despite the limited representativeness, including all questionnaire findings offers valuable, multifaceted insights.

The questionnaire was distributed to 89 hotels, and a total of seven (8%) hotels responded. The majority of participating hotels, accounting for 86%, hold either a 4-star or 3-star rating with the GHA. In terms of ownership structure, 71% (5) of the hotels are part of an international chain, while 14% (1) are independent, and another 14% (1) belong to a Hungarian chain. The demographic profile of the respondents' employees reveals that they all belong to the millennial generation, aged between 28 and 43 years. This phenomenon has implications for training preferences, work styles, and engagement strategies. As discussed in the literature review, hotel F&B departments often rely on temporary workers due to seasonal demands, guest numbers, or event volume. Most responses (4 out of 7) indicate that temporary staff were employed in both kitchen and service roles, while the remaining responses (3 out of 7) show employment exclusively in service roles.

The questionnaire measured the general attitude towards food waste. Figure 2 illustrates the most common occurrences of avoidable food waste across various stages in hotel food and beverage (F&B) operations based on the answers. The data indicates that the highest proportion of avoidable food waste is generated during serving and preparation. As indicated in Table 1, these tasks are performed by employees.

2. Figure: The phase in which the majority of food waste is generated according to respondents



Source: own production

4.2.1 Strategies and barriers to food waste prevention

The most frequently selected strategies and their respective rankings are presented in Table 3. In order to guarantee precise comparisons between categories with differing numbers of response options, normalized percentages were calculated.

3. Table: The most common areas of strategies for implementing food waste practices

Category	Normalized percentage
Inventory management	85.71%
Planning and procurement	80.95%
Serving	42.86%
Post consumption	28.57%

Source: own production

The survey reveals that the majority of respondent hotels implement inventory management and planning and procurement practices to prevent food waste. These include avoiding storage errors, over-purchasing, menu planning, and monitoring occupancy rates to forecast demand accurately. These practices are commendable and consistent with the literature, which identifies proper planning as one of the most important strategies to prevent food waste generation (Lee & Huang, 2023; Dhir et al., 2020). Following planning and procurement and storage, post-consumption procedures, and serving methods are also essential.

4. Table: The most common challenges of implementing food waste practices

Challenge	Frequency of mentions
Lack of awareness and understanding	4
Lack of time and access to resources	3
Cultural attitudes towards food waste	3
Financial constraints	2

Source: own production

Table 4 highlights the significant challenges hotels face in implementing food waste prevention practices. The most frequently mentioned challenge was the lack of awareness and understanding among staff and guests about food waste, suggesting that employees in the respondents' hotels fail to recognize the importance of waste reduction and their role in addressing it. Another barrier is the lack of time and resources for training staff in food waste prevention. Without sufficient time and access to practical examples and proven solutions, staff cannot be expected to adhere to waste reduction strategies. Cultural

attitudes towards food and waste were also identified as a barrier, mentioned by 3 respondents. These attitudes stem from various factors including traditions, habits, and misconceptions about food waste (Long, Aziz, Chia, & Zhang, 2024). Financial constraints were another challenge, with an inadequate budget for implementing food waste strategies mentioned by 2 of the respondents. When comparing independent hotels and chain hotels, it was observed that the independent hotel most mentioned inadequate budget and lack of time and resource for implementing food waste strategies. On the other hand, chain-affiliated hotels frequently opt for the lack of awareness and understanding among staff and guests as their primary barriers.

4.2.2 Frequency and impact of sustainability training

Among respondent hotels, 57% (4 out of 7) do not provide sustainability training for their kitchen staff, whereas 43% (3 out of 7) do. The independent hotel reported no sustainability training, similar to the Hungarian chain-affiliated hotel, which also showed a complete absence of such training. In contrast, the situation is more varied among international chain hotels. Of these, 60% (3 out of 5) have provided sustainability training to their kitchen staff, whereas 40% (2 out of 5) have not implemented such programs.

For those hotels that reported providing training to their F&B staff, the questionnaire further explored the specific topics, effects, experiences, and opinions related to these trainings. Among the topics covered, proper waste separation was included in the training programs in 2 of the hotels. Similarly, ingredient and meal preparation techniques, proper storage, labeling and expiry date management, and food safety and recycling options were each part of the training in 2 of the hotels. However, reducing waste in employee dining and menu planning were covered in the training program of only 1 of the hotels.

The reported and experienced effects of implementing sustainability training for kitchen staff indicate improvements in various operational areas within the surveyed hotels. A reduction in food waste volume was observed by one hotel. All hotels reported improvements in kitchen efficiency, making it the most widely recognized benefit. Additionally, 2 out of 3 hotels observed reductions in food and beverage costs, as well as better cooperation and communication among workers. Furthermore, 1 out of 3 noted reduced employee fluctuation.

4.2.3 Hotels without training: reasons and challenges

The analysis of responses from hotels without training aiming to reduce food waste, reveals two distinct yet interconnected dimensions: the reasons for not implementing training and the challenges they consider facing before or during its implementation. Understanding these dimensions offers a

comprehensive view of the barriers encountered at various stages of the training process. The reasons for not implementing training highlight initial deterrents that prevent hotels from considering such initiatives. The primary reason, reported by 3 hotels, is that reducing food waste through training is not a current priority. Moreover, the surveyed hotels have indicated a lack of interest in this regard. This lack of engagement suggests a broader issue of awareness and the perceived importance of training in food waste management within these hotels.

Hotels were asked to identify the challenges they consider as potential factors affecting the implementation and effectiveness of training programs. 2 hotels reported a shortage of time and capacity to organize and attend constant training sessions. Additionally, finding qualified trainers who can deliver constant effective training sessions is another mentioned obstacle, moreover, the complexity of assessing the impact of training also presents a challenge. Furthermore, high turnover rates complicate the efforts to provide training to every employee and to retain trained staff long enough to realize the benefits of the training. Financial constraints were mentioned by the independent hotel, thus reinforcing the fact that budget limitations represent a significant obstacle for this particular hotel category.

4.2.4 Fluctuation and food waste

The analysis of the survey data collected from seven hotels regarding the impact of training on employee turnover and engagement in the food and beverage (F&B) departments reveals valuable insights.

Among hotels that implement training, the average rating for the perceived impact on employee turnover and engagement, and motivation is 2.67 on a 1-to-5 Likert scale. The data shows diverse perceptions (standard deviation of 1.53) regarding the impact on turnover, with managers generally seeing training as beneficial but with varied opinions. For engagement and motivation, the lower standard deviation of 0.58 indicates more consistent positive experiences among managers.

In contrast, hotels without training report a lower average rating of 2.25 for turnover impact but a higher rating of 3.00 for engagement and motivation. This suggests that even without training, these hotels believe that it could moderately reduce turnover and strongly improve engagement and motivation. The standard deviation for turnover impact is 0.96, showing relatively consistent opinions, while the 0.82 standard deviation for engagement and motivation indicates moderate variability.

It is notable that, as the average rates are situated around the midpoint of the scale, this indicates that while training is viewed in a positive light, it is not perceived to be the most effective by any of the respondents. Overall, the data indicates that respondent hotels do not strongly regard sustainability training as a critical factor in reducing employee turnover or as the primary driver of engagement and

motivation. Further research with a larger sample size is necessary to validate these insights and better understand the real versus perceived impacts of training in the hospitality industry.

4.2.5 Economic approach of food waste training

The survey reveals distinct perceptions of the respondents regarding the financial implications of employee training. The data shows a clear difference between those establishments that provide training for their employees and those that do not.

Firstly, hotels that invest in employee training tend to view it as a valuable expenditure rather than a non-essential one. This is reflected in the lower average rating of 2.29 (standard deviation of 0.57) given to the statement, on a 1-to-5 Likert scale, that training is a non-essential expense. This rating indicates a general disagreement with the notion that training is an unnecessary cost. In contrast, hotels that do not provide training gave a higher average rating of 2.33 (standard deviation of 0.96) to the same statement, suggesting that they are more inclined to consider training as a non-essential expense.

Furthermore, the perception of training as an investment for future development and cost reduction also varies between these two groups. Hotels that provide training rated this statement highly, with an average score of 4.00 (standard deviation of 1), signifying strong agreement. This indicates that these hotels view training as a strategic investment with the potential to yield future savings and improvements. Conversely, hotels that do not provide training also agree with this statement, but to a lesser extent, as indicated by their average rating of 3.5 (standard deviation of 1). While they acknowledge the potential benefits of training, their agreement is not as strong as that of the hotels that do invest in training.

Further results reveal a unanimous prioritization of cost efficiency in their management practices as well. Respondents were given three options to choose from, based on their priority of their Food & Beverage (F&B) management: "Cost efficiency: minimizing expenses and maximizing profitability," "Environmental impact: implementing sustainable practices, reducing waste," and "Social impact: contributing to community well-being, ensuring fair labor practices." All respondents selected "Cost efficiency: minimizing expenses and maximizing profitability" as their top priority. This consistent choice indicates a strong focus on financial performance and operational efficiency within the F&B departments of these hotels. From these results it can be suggested that maximizing profitability and minimizing expenses are seen as critical to the success and sustainability of their operations.

4.3 Interview analysis

A semi-structured interview was conducted in Hungarian language with the deputy manager of one of the 89 hotels. After transcription and translation, thematic analysis was used to identify key themes and patterns. The participant, with extensive F&B department experience, provided both general insights and specific details about the hotel. The analysis is organized around the main research topics: food waste and chain-affiliation, employee training in F&B, and its connection to food waste, fluctuation, and economy.

The hotel under spotlight, the IBIS Styles Budapest Airport, holds a 3-star superior rating and, as a member of the Hungarian Hotel & Restaurant Association (MSZÉSZ), has repeatedly won the Green Hotel Award. As part of the Accor hotel chain, it comprises 145 rooms and is strategically situated near Budapest Airport. This location allows the hotel to cater to a distinct clientele and manage significant guest traffic, maintaining an average occupancy rate of 90%. Guests, typically stay for one night, underscoring the importance of providing a memorable experience and exceptional service. Consequently, a satisfying breakfast before departure or a hot dinner after a long day significantly enhances the guest experience. In terms of dining facilities, the hotel offers an extensive buffet breakfast for its guests and provides a la carte dining options for lunch and dinner.

4.3.1 Food waste in general and chain-affiliation

The IBIS Styles Budapest Airport Hotel, as a member of the Accor hotel chain, demonstrates a strong commitment to environmental sustainability, aligning closely with Accor's comprehensive initiative, the Planet 21 program, and other chain-related green hotel projects initiated over a decade ago. The deputy manager highlighted the hotel's ongoing efforts to tackle food waste, acknowledging that while significant progress has been made, there remains substantial learning required to transform these practices into intrinsic values rather than obligations. He believes it is up to the management to exploit and find the right tools; however, in Hungary, at present, there is no validated methodology for addressing food waste. The initiatives are still in their infancy, with much room for growth and adaptation. Currently, it is also considered the responsibility of the management to ensure that employees are well-trained and understand the importance of these practices. One significant challenge is changing the mindset of employees so that they view waste reduction as a personal responsibility, rather than a mandatory task.

The hotel has recently started engaging with the Winnow program, which is gaining popularity among Hungarian hotels, including those in rural areas, but mostly among chain-affiliated hotels. The hotel's current goal is to establish a baseline year for measuring food waste and aims to reduce this waste by 20-

30% by 2025. The importance of planning was particularly highlighted, with specific mention of the practices implemented by the chef. For example, careful ingredient management and resourceful reuse of food residues, such as using vegetable peels for broth, exemplify the hotel's dedication to minimizing waste.

4.3.2 Challenges of employee training in the F&B department

However, there is no specific training held for the employees, the manager highlights the critical role of individual training and awareness in achieving sustainability in the hotel industry, particularly in the food and beverage (F&B) departments. Furthermore, the manager agrees with the fact that proper training can mitigate food waste generated by the employees. Thus, the need for individuals in decision-making and operational roles to be well-trained and fully understand the importance of sustainability practices is highly recognized. The manager highlighted the outdated educational content of hospitality and culinary training programs as a significant challenge, which often lags behind the rapidly evolving industry standards and sustainability practices, compounded by the lack of professional educators.

The discussion also revealed that the dynamics and acceptance of waste management practices vary significantly between different types of establishments. For instance, a five-star hotel operates under different pressures and standards than a lower-star establishment. This complexity requires a more individualized and sector-specific approach to sustainability education and training.

The interview also addressed the differing challenges faced by chain-affiliated and independent hotels in providing training. Chain-affiliated hotels tend to have more optimized operations and better allocation of time and resources, making it easier to develop and implement training programs. Larger organizations can more readily identify and address the reasons and methods for training, integrating and enforcing these processes effectively. In contrast, independent or smaller institutions often struggle with limited resources and time, as managers are frequently occupied with operational duties, leaving them with little capacity to focus on developing and conducting training programs.

From the manager's perspective, the lack of training and improper employee management is a current issue in Hungarian hotel industry, however its consequences are clear. When employees are not adequately trained and are simply thrown into their roles without clear instructions or understanding of the importance of their tasks, they are less likely to put in extra effort or take initiative. This results in inefficiencies and a tendency for employees to do the bare minimum, as they do not see the value in performing additional tasks. The absence of detailed explanations and visible demonstrations further discourages them from engaging fully in their work. Consequently, without proper training and a

supportive environment, employees are unlikely to invest in their roles, leading to suboptimal performance and higher turnover rates.

4.3.3 Temporary employees, fluctuation and economic approach

Employee turnover is minimal at the hotel, attributed to the director's effective maintenance of a highly respected and valued work environment. The interview underscores the hotel's strong commitment to responsible labor management. The hotel aims to adopt a more sustainable and efficient approach to workforce management, ensuring that staff are only present when needed to avoid unnecessary costs. As a deputy hotel director, he emphasizes the importance of optimizing labor resources, particularly in the F&B department, to reduce reliance on external staff for events. The respondent recognizes the common issue with external staff, which is a common solution used by domestic hotels to cope with labor shortages: they typically do not take responsibility for tasks such as food waste management. This lack of accountability from external workers shows that having dedicated internal staff is important for the hotel's sustainability and efficiency. The hotel has a unique approach that combines employee well-being and retention with food waste management. After breakfast service ends at 10 AM, all leftover food from the buffet is available for staff to enjoy, thus reducing the need for separate staff meal preparations and further minimizing waste and associated costs. For this reason, the preparation of staff meals is optimized to avoid waste. Meals are cooked to about 70% completion, and only finished and served as needed. This method allows for any uneaten food to be stored, frozen, and used later, reducing overall waste, and ensuring that food is used efficiently.

The interview sheds light on the economic aspect of implementing sustainability practices in the hospitality industry. The manager acknowledges that both time and money are critical factors which often perceived as constraints.

“The driving force of the private sector is much more material, and material driven.”

However, they argue that a small initial investment, such as dedicating an extra week of work or funds for the restaurant manager or F&B director to thoroughly analyze and optimize operations, can yield significant returns in the short term. This investment not only produces immediate returns but also continues to generate savings and efficiencies over time. For example, by identifying and addressing points of loss, hotels can continuously maximize the benefits of their initial investment.

“It is rather the broader vision that may be missing here, or the ambition.”

The manager emphasizes the importance of a broader perspective and a proactive approach to identify and mitigate inefficiencies. However, they also recognize that independent hotels might struggle to afford programs like Winnow, highlighting a gap in resources between chain-affiliated and independent establishments.

5. Conclusions

The questionnaire, though limited by a small sample size, reveals significant insights that serve as a directional guide. In terms of the characteristics of the employees, the workforce in the hotels primarily consists of millennials, highlighting the importance of tailoring training and engagement strategies to this generation's preferences. For instance, providing continuous development opportunities is essential to motivate and retain millennials (MindTools, n.d.). Furthermore, beyond financial rewards, millennials seek skills, training, and development, as they have a strong desire to learn and grow, which sets them apart from other generations in the workplace (Appel-Meulenbroek, Vosters, Kemperman, & Arentze, 2019; Ravichandran, 2020).

The issue of food waste remains a significant concern, particularly during the serving and preparation stages. The most significant challenges include a lack of awareness, time, resources, and cultural attitudes towards food waste. Financial constraints also play a crucial role, particularly for the independent hotel. This observation reflects and raises the issue mentioned in the literature review, according to which independent hotels face challenges due to limited resources and support, financial barriers and lack of framework. These constraints hinder their capacity to invest in and implement comprehensive sustainability programs (Merino, 2022).

Regarding food waste management strategies, hotels predominantly focus on tasks typically handled by management (inventory management, planning, and procurement) (Table 1, Table 3). This focus aligns with the issue that food waste often occurs at the serving and preparation stages, tasks typically performed by employees (Table 1). The survey results suggest that responsibilities managed by employees receive less emphasis, highlighting a gap in training and the need for its implementation. This is corroborated by the finding that majority of the hotels reported not providing their employees with training aimed at reducing food waste.

The reasons for not implementing training programs and the potential challenges faced upon implementation are closely interrelated. The initial lack of prioritization and low interest are compounded by practical difficulties when hotels attempt to implement training. Financial constraints are a significant

factor, both as a reason for not starting the training program and as a challenge during its implementation, highlighting the need for targeted financial solutions.

Chain-affiliated hotels proved to be more committed to providing training programs, resulting in better waste management practices and operational efficiencies, leading to a decrease in the amount of food waste and a positive impact on employee retention and communication. Although employee retention was mentioned by one hotel as a positive result of the training, the data indicates that hotels do not consider training as a crucial factor in reducing employee fluctuation within their F&B departments. While sustainability training is beneficial, it is not seen as a primary factor influencing engagement and motivation.

Regarding economic consideration, the unanimous prioritization of cost efficiency over environmental and social impacts indicates a predominant focus on financial performance within the industry. Furthermore, hotels that invest in training not only view it as essential but also recognize its long-term benefits, while those that do not invest are more inclined to see it as non-essential, even though they acknowledge its potential advantages, demonstrating a consistent perspective without any paradox.

The interview revealed a divergence in sustainability practices between chain-affiliated and independent hotels in Budapest. Prominent hotel chains, such as Accor, have established fundamental principles for sustainable operations (project of Planet 21). In Budapest, these chains lead in sustainability initiatives, as shown in Table 2, which demonstrates that higher percentage of chain-affiliated hotels are Green Hotel Award (GHA) winners and have more green programs, while independent hotels are negligible in this regard. The interview explained these figures, highlighting those independent hotels face challenges primarily due to limited time and financial resources, which hinder their ability to implement comprehensive programs. The private sector is primarily driven by economic interests. Despite these obstacles, the interview findings emphasize that attitude is crucial. Modest initial actions and investments can yield significant long-term benefits. A key point in the interview is the argument that the fight against food waste should be driven by intrinsic motivation, not just obligation.

In Hungary, the issue of food waste in hotels is still in its infancy. Before the industry can make significant progress, it is essential to gain a deeper understanding of the problem, which currently lacks sufficient attention from hoteliers. Addressing food waste is not a priority for many hotels, largely due to a lack of resources and tools, particularly for independent establishments. It is acknowledged that individual training and awareness play an essential role in the mitigation of food waste, a responsibility that has been assigned to the hotel manager. However, the absence of dedicated training programs and a supportive attitude among staff members represents a significant obstacle.

The Hungarian hotel industry is currently experiencing difficulties as a result of shortcomings in the provision of training and the management of employees. In the absence of adequate training and clear role definition, employees are less likely to invest their efforts beyond the requirements of their position, which can contribute to food waste generation. This ultimately results in inefficiency, with employees performing only the minimum required tasks as they fail to perceive their value in their roles. Consequently, without adequate training and a supportive environment, employees are less likely to invest in their roles, which in turn leads to less effective performance and higher turnover rates. The practice of relying on external workforce for specific roles presents further challenges. External staff frequently exhibit a lack of accountability, particularly in comparison to their internal counterparts, regarding tasks such as food waste management. This highlights the necessity for the deployment of dedicated internal staff and trained external staff.

The manager highlighted the outdated content of hospitality and culinary training programs in both public and private institutions, aligning with the literature review's findings of a lack of sustainability topics in these programs. The slow integration of sustainability into academic curricula, especially in public institutions, is a key issue. If employees internalized food waste reduction as a personal responsibility during their studies, hotels could benefit from having more responsible staff. However, curriculum development often fails to keep up with evolving industry standards and sustainability practices. The process of updating national curricula is slow, requiring knowledgeable and committed educators. Additionally, the outdated content of hospitality and culinary programs presents a significant challenge in preparing future professionals to meet sustainability standards. This delay limits the teaching of sustainable practices, forcing hotels to invest in additional training. From the example of the investigated hotel, the highest percentage of F&B staff have some form of vocational education, which the manager considers important when hiring. Although this data is not generalizable, it suggests that since these staff members have some level of education, they would have had the opportunity to learn about sustainability if it were included in their curriculum. Therefore, introducing sustainability and food waste management into public and vocational education could help address this issue.

6. Discussion

The final stage of the Triangular Research Approach is to integrate the findings of the interview in order to draw conclusive forward-looking inferences.

Based on responses, the focus in terms of food waste management is on inventory management and planning and procurement, which are the responsibility of management, also supported by the deputy manager of the interview. The survey findings suggest that while hotels demonstrate initial commitment

to sustainability with paying attention to planning and procurement, there is a notable absence of long-term commitment reflected by the lack of focus on other stages. This is further supported by interview findings, which highlight the absence of a cohesive strategy, structure, and united plan for food waste management in the hospitality industry in Hungary.

The issue of financial constraints emerged as a significant barrier to sustainability efforts including food waste training to employees, in both the questionnaire and the survey. The survey findings indicated that financial limitation is an issue, particularly for the independent hotel. Similarly, the interview revealed this limitation as a substantial challenge, specifically highlighting the disparity between chain-affiliated hotels and independent hotels. The interview findings indicated that hotel chains possess greater resources and support, which may contribute to their higher level of commitment compared to independent hotels. This therefore enables the objective of comparing the barriers between hotel types to be fulfilled. While both research methods identified financial constraints as a barrier, there was a notable controversy regarding the approach to overcoming these issues. The survey indicated that financial constraints were an obvious barrier. In contrast, in the interview, a more proactive stance was revealed. The manager suggested that even small investments in sustainability could yield significant returns, advocating for a more strategic approach to overcoming economic barriers.

The interview emphasized the significance of education, particularly focusing on future generations. The results of the questionnaire indicate that the entire workforce under consideration comprises individuals belonging to the millennial generation. This generation attended school at a time when the topic of sustainability was not a prominent feature of the curriculum, thus they did not have the chance to receive such knowledge. This dual perspective reinforces the need for a dual approach to educational investment. It is crucial to educate the younger generation as well as to recognize and address the educational gaps experienced by the current working generation. Inadequate training provided by hotels to current employees can result in higher employee turnover rates, particularly among millennials who actively seek development opportunities. The desire for continuous learning and career growth is a defining characteristic of this generation. It indicates that there is a slight paradox in the research. Although hotel management does not see training as an important factor in employee retention, the characteristics of this generation carry different information.

The interview highlighted the shortcomings of the education system in terms of sustainability and food waste in Hungary, while the questionnaire revealed that the main issue is a lack of awareness among hotel employees. This fact is strongly connected to both current and future employees in this industry and specific department. This result proves that this generation did not have the chance to study the topic

and raise awareness of sustainability at school. Therefore, in the short run, hotels bear the responsibility of educating their current employees. Managers play a crucial role in implementing training programs to bridge this knowledge gap and enhance employee awareness and skills in sustainability practices. Additionally, managers have a dual responsibility to both train their staff and educate themselves on sustainability practices. However, the responsibility for training does not solely fall upon hotel managers; the government also plays a key role through public education reforms. The study concluded that the root of the problem lies within private and public educational institutions and their incomplete curricula. To address this, a long-term solution involves revising and enhancing educational programs to include comprehensive sustainability topics. This task falls under the responsibility of ministries and government bodies, ensuring that future generations are better equipped with the knowledge and skills needed for sustainable practices.

Controversy arises from differing perspectives on the role of training in employee retention. The survey results indicate that training is not seen as a crucial factor in reducing employee turnover. However, the interview suggests a contrasting view, emphasizing that training is essential for enhancing performance and retention. This disparity highlights the need for a more detailed understanding of the impact of training on workforce stability.

The survey indicates that all hotels employ an external workforce in the Food and Beverage (F&B) department as a consequence of the current labor shortage in the industry. Consequently, hotels are forced to use these external workers, who often come from distinct cultural backgrounds. This introduces differences, which pose challenges in applying proper food waste management practices. The interview provided deeper insights into this issue, revealing that the external workforce often does not take full responsibility for their tasks and do not feel the weight of their actions, which can negatively impact food waste management. To address this, a potential solution is to implement standardized policies within the hiring companies. Employees who are seconded for work or choose specific industries such as catering, and hospitality should undergo initial training that includes responsibilities and rules. For F&B workers in hotels, such training could raise awareness of sustainability and food waste management, which are integral to their job responsibilities.

Based on the survey results, the question arises whether hotels that provide training see cost efficiency as a long-term investment that contributes to future cost reduction and profit enhancement. It is possible that hotels viewing employee training as an investment may see cost efficiency as a long-term strategy that contributes to future cost reduction and profit enhancement. In contrast, hotels that do not provide training focus more on immediate cost reduction and profit maximization. This hypothesis requires

further research and deeper analysis to understand how the provision of training influences hotels' cost efficiency strategies.

The objective of investigating the prevalence and popularity of F&B employee training programs was only partially achieved due to the limited sample size. The majority of respondents do not apply training to their employees aiming to reduce food waste, primarily due to a lack of interest, time, resource and financial limitations. Although the results cannot be considered fully representative, the lack of relevance of training as a strategy to reduce food waste highlights the fact that the implementation of such programs is still limited and not fully embraced by the industry. It supports the fact that the issue is still in its infancy corroborated by the interview results as well. It is evident that there is a necessity for the implementation of solutions that are sustainable. The results indicates that training of the current and future workforce entails the implementation of interventions of varying complexity. In the short term, the training of the current workforce is less complex, which is the responsibility of hotel management. This requires addressing external and internal problems, barriers and challenges. In the longer term, the solution is more complex as it is closely related to public education and its curriculum.

6.1 Suggestions for short- and long-term solutions

First and foremost, management must have the intention and motivation to change. However, unless these efforts are in symbiosis with the attitudes of employees and customers, it will be challenging to make significant progress. In order to encourage hotels to become more environmentally friendly, the Hungarian government has introduced a number of initiatives, including the Green Hotel Award. However, due to a lack of support in the process and the pathway to becoming sustainable, many hotels face inequality. A crucial element of this matter is the education of employees. The existing literature indicates that the training of hotel employees can have a beneficial effect on the reduction of food waste, however, among responding hotels the results are not definitive.

One potential solution to the issue would be the establishment of consultancy firms, which would assist hotels by offering a range of solutions tailored to the hotel's specific needs. These could include measures designed to enhance cost efficiency and online training programs that align with the hotel's profile. This approach would assist in the customization of the needs and financial considerations of hotels, while also addressing the time constraints that hotels mentioned as a hindering factor. Achieving this short-term goal would provide support to the current workforce in the tourism and hospitality sectors, particularly those who did not acquire in-depth sustainability knowledge or proper food waste management techniques during their studies. Furthermore, the company could consider targeting employee recruitment agencies outside the hotel sector, where it would be necessary to provide some level of

standardized training for external workers who choose to work in the hotel or hospitality sector. Such an initiative would not only provide help to the hotel industry but contribute to an improvement in the situation of food waste. It is the responsibility of the management team to identify the issue and implement a solution, whether that be through providing it in-house or potentially hiring an external company.

In the long-term, the goal is to ensure that future workforce entrants are familiar with sustainability principles. Specifically, kitchen staff and waiters, who have completed vocational training, should be aware of practices to combat food waste and understand the consequences of such waste. Achieving this would require changing the national educational curriculum, a process that is both time-consuming and long-lasting. Furthermore, it is important to note that the government's role extends beyond this point. Hotels require additional support, as not all institutions have the same level of sustainability practices in place, which should be a collective responsibility. The government can address it by expanding grant opportunities and providing financial support.

7. Limitations and future research

The study's findings are constrained by the small number of responses (8% of the total sample), limiting the generalizability of the results across Budapest's hotel industry. The questionnaire was distributed using the publicly available email addresses listed on the hotels' websites. Nevertheless, a potential limitation of this approach is that, although the questionnaire may be delivered to the intended recipient, it may not be forwarded to the specific respondents who hold the positions targeted by the survey. Attempts to improve response rates through LinkedIn, which personalized the request, and resending emails to general addresses, did not significantly increase participation. This outcome highlights the difficulty in engaging targeted hotel personnel. The limited timeframe of the study further restricted the use of alternative methods to increase participation. Extending the research period and employing different approaches, such as in-person visits or telephone calls, could enhance the sample size thus improving validity of the results. However, the current research timeframe did not permit the use of these additional methods. The restricted scope of the sample limits the potential for generalizing the findings across the entire hospitality industry in Budapest. Consequently, statistical analysis of the data is not feasible. Consequently, only descriptive statistics can be utilized, and the findings are not representative.

While recognizing the constraints of the research, the study achieved the core objectives, although further investigations are required. The potential solutions suggested at both the short- and long-term levels indicate that there are significant opportunities for further exploration and exploitation of the investigated topic, particularly in Hungary. There is considerable scope for further research to enhance understanding

of the significance of training and its correlation with food waste in the Hungarian hotel industry. This study is a starting point to map and introduce the topic, however, expanding the research is crucial for achieving representative results. It would be beneficial to obtain more precise data on hotels both in Budapest and in other key tourist regions of Hungary, such as Lake Balaton, and to include various types of accommodations. For future research it is necessary to identify a data collection method or contact method that will prove both effective and beneficial to Hungarian hotels, thereby encouraging a favorable response rate. To gain a comprehensive understanding and expand the scope of analysis, it is crucial to incorporate the perspectives of hotel employees. The research identified a significant generational factor, which presents an area for further investigation into their attitudes and challenges, aiding in the development of effective training methods. Moreover, there is currently no quantitative data in Hungary on the results achieved by hotels that train their employees in sustainability practices. It would be beneficial to conduct longitudinal studies to track the long-term and short-term impact of sustainability training on food waste reduction and its relation to employee retention and economic results. Such studies could help to quantify the benefits and identify best practices.

In essence, the study has succeeded in providing a fundamental understanding of the existence and popularity of training programs among Budapest hotels, marking the first step towards action in the industry. Although the research is not generalizable, the findings can serve as a guide for hotels and their management, highlighting the relevance and underutilized state of sustainability training in Hungary. By adopting strategic steps, every hotel can effectively combat food waste and contribute to saving the planet.

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Annexes

1. Annex: Database of hotels without GHA

Hotel	Category	Chain/independent	Room number	Hotel type	Service	Indication of green initiatives	Website
Achat Premium Hotel Budapest	4*	Chain (i)* - Achat Hotels	134	Conference	Buffet breakfast, A'la carte restaurant (Winestone Budapest Korona), event catering	Yes	Link to hotel's website
Adina Apartment Hotel Budapest	4*	Chain (i) - Adina Hotels	97	Apartment	Buffet breakfast	No	Link to hotel's website
Alta Moda Fashion Hotel****	4*	Chain (l)** -Mellow Moods Hotels	48	Boutique	Buffet breakfast	Yes	Link to hotel's website
Anantara New York Palace Budapest Hotel	5*	Chain (i) - Antara Hotels - Resorts - Spas	185	Luxury	Buffet breakfast, a'la carte restaurant (White Salom Brasserie, Atrium, etc.), event catering	Yes	Link to hotel's website
Aquaworld Resort Budapest	4* superior	Independent	309	Wellness, Conference	Buffet breakfast, buffet dinner (Duna étterem), event catering	No	Link to hotel's website
Aria Hotel Budapest	5* superior	Chain (i)- Library Hotel Collection	49	Boutique	Buffet breakfast	Yes	Link to hotel's website
Atrium Fashion Hotel	4*	Chain (l) -Mellow Moods Hotels	57	Boutique	Buffet breakfast	Yes	Link to hotel's website

Barceló Budapest	4*	Chain (i) - Barcelo Hotels	179	Urban	Buffet breakfast, a'la carte restaurant , event catering	Yes	Link to hotel's website
Bo33 Hotel**** Family & Suites	4*	Independent	72	Boutique	Buffet breakfast	Yes	Link to hotel's website
Boutique Hotel Victoria Budapest	4*	Independent	27	Boutique	Buffet breakfast	No	Link to hotel's website
Christina Residence	4*	Independent	11	Urban	Buffet breakfast	No	Link to hotel's website
Corinthia Hotel Budapest	5*	Chain (i) - Corinthia Hotels	438	Conference	Buffet breakfast, a'la carte restaurant, event catering	No	Link to hotel's website
Cortile Budapest Hotel	4*	Independent	39	Boutique	Buffet breakfast	Yes	Link to hotel's website
CORVIN HOTEL BUDAPEST Corvin Wing	4*	Independent	42	Boutique	Buffet breakfast, a'la carte restaurant, event catering	No	Link to hotel's website
D50 Hotel és Rendezvényközpont	4*	Independent	36	Conference	Buffet breakfast, event catering	No	Link to hotel's website
Danubius Hotel Arena	4*	Chain (l) -Danubius Hotels	379	Conference	Buffet breakfast a'la carte restaurant (Café Astoria & Restaurant) , event catering	Yes	Link to hotel's website

Danubius Hotel Astoria	4*	Chain (l)-Danubius Hotels	138	Urban	Buffet breakfast, a'la carte restaurant (Oregano étterem), event catering	Yes	Link to hotel's website
Danubius Hotel Hungaria	4*	Chain (l) - Danubius Hotels	499	Urban	Buffet breakfast, a'la carte restaurant (Beatrix étterem), event catering	Yes	Link to hotel's website
Dorothea Hotel, Budapest, Autograph Collection	5* superior	Chain (i) - Marriott		Luxury	Buffet breakfast, A'la carte restaurant (Pavilon Restaurant & Bar)	Yes	Link to hotel's website
Emerald Hotel & Suites	4*	Chain (l) - Continental Groups	99	Boutique	Buffet breakfast, a'la carte restaurant (Secco Bar),	Yes	Link to hotel's website
Ensana Grand Margitsziget	4* superior	Chain (i) - Ensana Hotels	164	Health, Wellness, Conference	Buffet breakfast, a'la carte restaurant (Margaret Bar, Viktória Bar),	Yes	Link to hotel's website
Ensana Thermal Margitsziget	4* superior	Chain (i) - Ensana Hotels	285	Health, Wellness, Conference	Buffet breakfast, buffet dinner (Platán Étterem)	Yes	Link to hotel's website
Escala Hotel & Suites	4*	Independent	50	Apartman	Buffet breakfast	No	Link to hotel's website
EST Grand Hotel Savoy	4*	Chain (i) - EST Hotels and Residences	99	Boutique	Buffet breakfast, a'la carte restaurant (Bistro Lounge),	Yes	Link to hotel's website

Estilo Fashion Hotel	4*	Chain (l) -Mellow Moods Hotels	70	Boutique	Buffet breakfast	Yes	Link to hotel's website
Eurostars Ambassador Hotel	4*	Chain (i) - Eurostar Hotels	92	Urban	Buffet breakfast, a'la carte restaurant	No	Link to hotel's website
Four Seasons Hotel Gresham Palace Budapest	5* superior	Chain (i) - Four Seasons Hotels	179	Luxury	Buffet breakfast, a'la carte restaurant	No	Link to hotel's website
Hotel Clark	5*	Independent	79	Boutique	Buffet breakfast, a'la carte restaurant (LEO Bistro), event catering	No	Link to hotel's website
Hotel Mediterrán	4*	Independent	40	Wellness	Buffet breakfast, a'la carte restaurant, event catering	No	Link to hotel's website
Hotel Museum Budapest	4*	Independent	104	Boutique	Buffet breakfast	No	Link to hotel's website
Hotel Palazzo Zichy	4*	Chain (i) - Eurostar Hotels	80	Boutique	Buffet breakfast	No	Link to hotel's website
Hotel President	4*	Chain (i) - Mozart Hotel Group	152	Boutique	Buffet breakfast, a'la carte restaurant (Intermezzo Restaurant)	No	Link to hotel's website
Hotel Vision Budapest	4*	Chain (h) - Continental Groups	91	Boutique	Buffet breakfast, a'la carte restaurant (Tapas Fino Étterem)	Yes	Link to hotel's website

Ikonik Parlament

4*	Chain (i)- Eurostar Hotels	65	Boutique	Buffet breakfast	No	Link to hotel's website
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Impulso Fashion Hotel

4*	lánc (l) -Mellow Moods Hotels	142	Boutique	Buffet breakfast	Yes	Link to hotel's website
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InterContinental Budapest

5*	Chain (i)- InterContinental	402	Conference	Buffet breakfast, a'la carte restaurant (Corso Bar & Étterem, ARZ Libanoni Étterem), event catering	Yes	Link to hotel's website
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K+K Hotel Opera

4*	Chain (i) - K & k Hotels	200	Urban	Buffet breakfast, a'la carte restaurant (K&K Bistro & Bar),	No	Link to hotel's website
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Kozmo Hotel Suites & Spa

5*	Independent	84	Luxury	Buffet breakfast	No	Link to hotel's website
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KViHotel Budapest

4*	Independent	40	Boutique	Buffet breakfast	No	Link to hotel's website
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La Prima Fashion Hotel

4*	lánc (l) -Mellow Moods Hotels	80	Boutique	Buffet breakfast	Yes	Link to hotel's website
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Lion's Garden Hotel

4*	Chain (i) - Muze Hotels	107	Urban	Buffet breakfast, a'la carte restaurant	No	Link to hotel's website
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Maison Bistro & Hotel	4*	Independent	25	Boutique	Buffet breakfast, a'la carte restaurant	No	Link to hotel's website
Marmara Hotel	4*	Independent	98	Design	Buffet breakfast	No	Link to hotel's website
Marriott Budapest Hotel	5*	Chain (i) - Marriott	364	Luxury	Buffet breakfast, a'la carte restaurant (DNB Budapest), event catering	Yes	Link to hotel's website
Matild Palace, a Luxury Collection Hotel, Budapest	5* superior	Chain (i) - The Luxury Collection - Marriott	130	Luxury	Buffet breakfast, a'la carte restaurant (Spago by Wolfgang Puck Budapest), event catering	Yes	Link to hotel's website
Mera Hotel	4*	Independent	34	Boutique	Buffet breakfast	No	Link to hotel's website
Mirage Medic Hotel	4*	Independent	37	Health hotel	Buffet breakfast	No	Link to hotel's website
Monastery Boutique Hotel	4*	Chain (i) - Acent Hotels	47	Boutique	Buffet breakfast, a'la carte restaurant (UMO Étterem, Moszkvatér Bisztró)	Yes	Link to hotel's website
Mystery Hotel Budapest	5*	Independent	82	Luxury	Buffet breakfast, a'la carte restaurant (The Sky Garden Rooftop Terrace, The Great	Yes	Link to hotel's website

Hall
Restaurant)

Pullman Budapest	5*	Chain (i)- Accor	136	Design	Buffet breakfast, a'la carte restaurant	Yes	Link to hotel's website
Queen's Court Hotel & Residence	5*	Independent	74	Apartman	Buffet breakfast, a'la carte restaurant (Chess Étterem)	No	Link to hotel's website
Radisson Hotel Budapest, Budapest	4*	Chain (i) - Radisson	198	Urban	Buffet breakfast, a'la carte restaurant (Shanghai Kitchen), event catering	Yes	Link to hotel's website
Ramada by Wyndham Budapest City Center	4*	Chain (i)- Wyndham Hotels	52	Urban	Buffet breakfast, a'la carte restaurant (Roof Restaurant), event catering	Yes	Link to hotel's website
Ritz Carlton Budapest	5* superior	Chain (i) - Marriott	200	Luxury	Buffet breakfast, a'la carte restaurant (Ottimo, Kupola Lounge), event catering	Yes	Link to hotel's website
Smart Hotel Budapest	4*	Independent	14	Urban	Buffet breakfast, a'la carte restaurant (Juhász Winery showroom)	Yes	Link to hotel's website
Three Corners Downtown Hotel	4*	Chain (i)- Three Corners	74	Boutique	Buffet breakfast, a'la carte restaurant	No	Link to hotel's website

Three Corners Lifestyle Hotel	4*	Chain (i) - Three Corners	60	Boutique	Buffet breakfast, a'la carte restaurant	No	Link to hotel's website
Up Hotel Budapest	4*	Independent	156	Design	Buffet breakfast, a'la carte restaurant (Posner Bistro)	No	Link to hotel's website

*Chain (i): international hotel chain

** Chain (l): local hotel chain

Source: own production

2. Annex: Database of GHA winning hotels

Hotel	Category	Chain/independent	Hotel type	Number of Green Hotel Award	Room number	Service type	Website
Intercity Hotel Budapest	4*	Chain (i)* - Intercity	Urban	1	312	Buffet breakfast	Link to hotel's website
Ibis Budapest Castle Hill - Mercure Budapest Castle Hill	4*	Chain (i) - Accor	Conference	5	250	Buffet breakfast, a'la carte restaurant (The Station)	Link to hotel's website
Kempinski Hotel Corvinus Budapest	5*	Chain (i) - Kempinski	Conference	3	353	Buffet breakfast, a'la carte restaurant (ÉS Bisto, Nobu), event catering	Link to hotel's website
Mercure Budapest City Center Hotel	4* Superior	Chain (i) - Accor	Urban	5	239	Buffet breakfast, a'la carte restaurant (Winestone City Center), event catering	Link to hotel's website
Novotel Budapest City & Budapest Congress Center	4*	Chain (i) - Accor	Urban	6	319	Buffet breakfast, a'la carte restaurant (Novo2), event catering	Link to hotel's website

Novotel Budapest Danube	4*	Chain (i) – Accor	Urban	5	138	Buffet breakfast, a'la carte restaurant (Novo2), event catering	Link to hotel's website
Park Inn by Radisson Budapest	4*	Chain (i) - Radisson	Urban	5	138	Buffet breakfast, a'la carte restaurant (MAP Restaurant and Street Bar), event catering	Link to hotel's website
Courtyard by Marriott Budapest City Centre	4*	Chain (i) - Marriott	Conference	4	234	Buffet breakfast, a'la carte restaurant (Oléo Pazzo Mediterranean Bistrot), event catering	Link to hotel's website
Hotel Moments Budapest	4*	Chain (l)** - Continental Group	Boutique	1	99	Buffet breakfast, a'la carte restaurant (Bisto Fine)	Link to hotel's website
Hotel Nemzeti Budapest Mgallery	4*	Chain (i) - Accor	Boutique	5	80	Buffet breakfast, a'la carte restaurant (Galery Café)	Link to hotel's website
Ibis Budapest Centrum	3*	Chain (i) - Accor	Urban	5	126	Buffet breakfast	Link to hotel's website
Ibis Budapest Citysouth	3*	Chain (i) - Accor	Urban	5	139	Buffet breakfast	Link to hotel's website
Ibis Budapest Heroes Square	3*	Chain (i)- Accor	Urban	5	139	Buffet breakfast	Link to hotel's website
Mamaison Hotel Andrássy Budapest	4*	Chain (i) - Mamaison Hotel Group	Boutique	5	68	Buffet breakfast, a'la carte restaurant (Andrássy Garden)	Link to hotel's website

Mamaison Residence Izabella Budapest	4*	Chain (i) - Mamaison Hotel Group	Apartman	5	38	Buffet breakfast	Link to hotel's website
Opera Garden Hotel & Apartments	4*	Independent	Boutique	6	47	Buffet breakfast	Link to hotel's website
Párisi Udvar Hotel Budapest	5*	Chain (i) - The Unbound Collection by Hyatt	Luxury	1	110	Buffet breakfast, a'la carte restaurant (Párisi Passage Café & Restaurant), event catering	Link to hotel's website
Hotel Oktogon Hagenmacher	4*	Chain (l) - Continental Group	Urban	1	121	Buffet breakfast	Link to hotel's website
ibis Styles Budapest City	3*	Chain (i) - Accor	Urban	4	130	Buffet breakfast	Link to hotel's website
ibis Styles Budapest Center	3* Superior	Chain (i) - Accor	Design	3	130	Buffet breakfast	Link to hotel's website
Mercure Budapest Korona Hotel	4*	Chain (i) - Accor	Urban	5	>400	Buffet breakfast, a'la carte restaurant (Winestone Budapest Korona), event catering	Link to hotel's website
ibis Styles Budapest Airport	3* Superior	Chain (i) - Accor	Conference	2	145	Buffet breakfast, a'la carte restaurant (Liszt), event catering	Link to hotel's website
ibis Budapest City	3*	Chain (i) - Accor	Urban	4	84	Buffet breakfast	Link to hotel's website

Novotel Budapest Centrum	4*	Chain (i) - Accor	Conference	3	227	Buffet breakfast, a'la carte restaurant (Klimt Bar, Palace Restaurant), event catering	Link to hotel's website
Danubius Hotel Helia	4*	Chain (l) - Danubius Hotels	Conference	1	262	Buffet breakfast, a'la carte restaurant (Yellow Bistro & Bar), rendezvény catering	Link to hotel's website
Radisson Blu Béke Hotel	4*	Chain (i) - Radisson (operated by Danubius)	Conference	4	247	Buffet breakfast, a'la carte restaurant (The Globe), rendezvény catering	Link to hotel's website
Budapest Hilton	5*	Chain (i) - Hilton Hotels & Resorts	Luxury	2	332	Buffet breakfast, a'la carte restaurant (Lang restaurant, Lobby Café & Bar), event catering	Link to hotel's website
The Aquincum Hotel Budapest	-	Chain (i) - Corinthia	Wellness & Conference	3	310	Buffet breakfast, a'la carte restaurant (Apicius Étterem, Spa Bistro), event catering	Link to hotel's website
Hunguest Hotel Millenium	3*	Chain (l) - Hunguest Hotel	Urban	1	122	Buffet breakfast, event catering	Link to hotel's website
NH Budapest City	4*	Chain (i) - NH Hotels	Urban	1	160	Buffet breakfast, a'la carte restaurant (Manzanos), event catering	Link to hotel's website
Casati Budapest Hotel	4*	Independent	Boutique	1	25	Buffet breakfast	Link to hotel's website

*Chain (i): international hotel chain

** Chain (l): local hotel chain

Source: own production

3. Annex: Respondents' perception of the impact of training on employee fluctuation and engagement in F&B departments

		Average	Standard deviation
Hotels with training	“In your opinion, how much does or did training impact employee fluctuation in your F&B department?”	2.67	1.53
	“In your experience, how does sustainability training affect employee engagement and motivation?”	2.67	0.58
Hotels without training	“In your opinion, how much does training impact employee fluctuation in your F&B department?”	2,25	0.96
	“In your opinion, how much does sustainability training affect employee engagement and motivation?”	3	0.82

Source: own production

4. Annex: Responders' perception of training expenditure as expense vs. investment

	Hotels providing training (avg.)	Standard deviation	Hotels without training	Standard deviation (avg.)
“I consider spending money on employee training to be a non-essential expense.”	2,33	0,57	3,25	0,96
“I consider spending money on employee training is an investment for future development and cost reduction.”	4,00	1	3,5	1

Source: own production

5. Annex: Questionnaire

Dear Participant,

My name is Petra Nemes, and I am a final-year Master's student in Tourism Management and Planning at the University of Girona, Spain. I am conducting research for my Master's thesis, which aims to explore the relationship between employee education and food waste in F&B departments of hotels in Budapest.

This survey aims to understand current practices and challenges in food waste management and employee education in the hospitality industry. By focusing on F&B department leaders, the research seeks to map F&B training programs' popularity and gain insights into their effectiveness and challenges of this strategy in preventing food waste.

Your participation will significantly contribute to a comprehensive analysis of the industry's sustainability practices, helping identify opportunities to enhance training programs and reduce waste. Please respond to the questions based on your current role and experiences at your hotel.

The survey should take approximately 10-15 minutes to complete. All data collected will be kept confidential and will only be used for academic research purposes. The data will be analyzed in a secure way and kept anonymous.

In this survey, the term 'employees' refers to all individuals working under the supervision of the respondent, who is presumed to be the leader or the person in charge (PIC) of the Food & Beverage (F&B) department. When responding to questions about F&B employees, please consider all personnel who hold positions subordinate to that of the survey respondent.

Thank you for your time and valuable input.

Section 1 - Basic information:

Please note that all the data collected will be kept confidential and will only be used for academic research purposes. The data will be analyzed in a secure way and kept anonymous.

1. Please provide the number of rooms in your hotel.
2. What is the rating of your hotel?
 - 4*
 - 5*
 - non-rated
3. What is true for the hotel?
 - It belongs to an international chain.
 - It belongs to a Hungarian chain.
 - It is independent.
4. Please indicate your role within the organization
 - General Manager
 - Food & Beverage Manager
 - Food & Beverage Supervisor
 - Restaurant Manager

- Executive Chef
- Sustainability Manager
- Other: ...

5. Please provide the number of permanent workers you employed in 2023 in the F&B department, including the kitchen and service.

6. In 2023, did you employ temporary staff in your F&B department who were involved in the pre-consumption processes of the food?

- Yes, in the kitchen only
- Yes, in the service only
- Yes in both kitchen and service
- not at all

7. What is the average age of the F&B workers? (Ordinal)

- Under 27 years old (Gen Z)
- 28-43 years old (Millennials)
- 44-59 years old (Gen X)
- 60-78 years old (Baby Boomers)
- Prefer not to say

8. Has the hotel received a Green Hotel Award since 2013?

- Yes
- No

9. How committed is the hotel to reduce its food waste?

- 1 - Not committed at all
- 2
- 3
- 4
- 5 - Very committed

10. Please provide the average number of meal covers (total meals served) per month over 2023.

11. Please provide an estimate of how much food waste (kg) on average the hotel generated per month in 2023?

12. Please provide an estimate of what percentage (%) of the total food waste is generated in the kitchen.

13. What type(s) of serving method(s) does the hotel provide to the hotel guests?

- Buffet
- A'la carte
- Room service
- Event catering

14. Which step or process of the catering do you consider to generate the most avoidable food waste?

- Purchasing
- Preparation
- Storage

- Serving

15. Does the hotel utilize any of the following strategies to prevent food waste? (Select all that apply)

- We plan food procurement and avoid over purchasing.
- We plan menus purposefully to use mainly seasonal ingredients and to cross-utilize ingredients.
- We store food that can be used later and review our stores frequently.
- We use kitchen techniques that combat overconsumption and wastage.
- We use occupancy rates to forecast food production for the day.
- We review disposed food and/or consumption data to inform future production.
- We use a software to track wasted food.
- We do not utilize any strategies to prevent food waste.
- We utilize something else (Please specify)

16. What barriers does the hotel face in implementing food waste prevention practices? (Select all that apply)

- We rely on imports due to lack of local suppliers.
- We do not have adequate space or resources for storage of leftovers.
- We perceive that our guests desire large portions and foreign menu items.
- We do not have the time or resources to train staff in these practices.
- Lack of policies and regulation within the hotel
- Inadequate budget for implementing food waste strategies
- Cultural attitudes towards food and waste that hinder changes
- Our staff/guests are not aware of or do not understand the issue
- Other (Please specify)

17. Do the kitchen staff currently receive or have they ever received any sort of sustainability training or courses, including the prevention and reduction of food waste?

- Yes
- No

In case of 'Yes'

Section 2 - Training effectiveness

This section assesses the impact of sustainability training on food waste reduction and collects data on the types of training provided to F&B staff. The questions focus on the effectiveness of training in reducing errors and waste, changes in food waste following training initiatives, training methods used and specific areas covered. The aim is to assess the extent and depth of sustainability education within the hotel.

18. How effective do you consider employee training in achieving food waste reduction?

- 1 - Not effective at all
- 2
- 3
- 4
- 5 - Very effective

19. Have you observed a reduction in the amount of food waste generated by the hotel after training the employees?

- There was no reduction at all.
- There was a minimal reduction.
- There was a moderate reduction.
- There was a significant reduction.
- There was an extreme reduction.
- We do not have the data.

20. Have you observed any changes in the following areas as a result of the training? (Select all that apply)

- Reduction in the volume of food waste.
- Improvement in kitchen efficiency.
- Reduction in F&B costs.
- Reduced fluctuation among employees.
- Better cooperation and communication among workers.
- There was no change at all.
- Other (Please specify):

21. How do you assess the skill level of your kitchen staff in terms of food preparation and handling?

Before training

- 1 - Less skilled
- 2
- 3
- 4
- 5 - Highly skilled

After training

- 1 - Less skilled
- 2
- 3
- 4
- 5 - Highly skilled

22. What training methods do you use to equip F&B staff with sustainability knowledge and skills?

- In-house training sessions held by manager or supervisor
- Workshops by external experts
- Online courses
- Informal training
- Other (please specify)

23. How often is training on food waste reduction provided to employees?

- One occasion
- Annually
- In every six months
- Monthly
- More frequently than monthly

24. Do kitchen staff receive or have received training on any of the following topics? (Select all that apply)

- Proper waste separation

- Reducing waste in employee dining
- Menu planning and menu knowledge
- Ingredient and meal prep techniques to limit waste
- Proper storage, labeling and expiry date
- Food safety and recycling options
- Effective communication with guest (mainly waiters)
- Other (Please Specify):

25. Please indicate the extent to which you have experienced a positive impact from employee training on the following points:

Employee engagement

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Working skills

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Operational efficiency

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Staff retention

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Cost management

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Environmental impact

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Section 3 - Training and employee fluctuation

This section explores the relationship between training and employee fluctuation within the F&B department. According to Anderson (2024), 94% of employees would stay longer if an organization invested in training and development. The aim is to assess the current level of employee fluctuation and to understand the impact of training on reducing turnover.

According to Anderson (2024) 94% of employees would stay longer if an organisation invested in training and development.

26. How would you rate the employee fluctuation in the F&B Department?

- 1 - Very low
- 2
- 3
- 4
- 5 - Very high

27. In your opinion, how much does training impact employee fluctuation in your F&B department?

- 1 - No impact at all
- 2
- 3
- 4
- 5 - High impact

28. In your experience, how much does sustainability training affect employee engagement and motivation?

- 1 - No impact at all
- 2
- 3
- 4
- 5 - High impact

Section 4 - Management attitude

This section examines the priorities and attitudes of F&B management towards employee training. It aims to measure the interest in implementing training programmes to manage and reduce food waste. It assesses the importance placed on various factors in management decisions and the perceived value of investing in employee training.

29. In your Food & Beverage (F&B) management, which of the following factors do you prioritize the most?

- Cost efficiency: minimizing expenses and maximizing profitability
- Environmental impact: implementing sustainable practices, reducing waste
- Social impact: contributing to community well-being, ensuring fair labor practices

30. Do what extent do you agree with the following statements:

“I consider spending money on employee training to be a non-essential expense.”

- 1 - Totally disagree
- 2
- 3
- 4
- 5 - Totally agree

“I consider spending money on employee training is an investment for future development and cost reduction.”

- 1 - Totally disagree
- 2
- 3
- 4
- 5 - Totally agree

31. Please support our survey with sharing your additional opinion, ideas and best practices on this topic:

In case of “No”

Section 2 - Understanding challenges:

This section identifies the specific barriers that may hinder the hotel from applying the training to its employees. By understanding these challenges, we can better address gaps in resources, expertise or motivation that may be hindering the adoption of food waste reduction strategies.

18. What are the main reasons your hotel does not provide sustainability training?

- Lack of financial resource
- Lack of time of the workers to attend
- Lack of knowledge about its benefits
- It is not a current priority
- Low employee interest
- No perceived need
- Other: (Please specify)

19. What do you consider the main challenges in implementing sustainability training within your hotel? (Select all that apply)

- Challenges in finding qualified trainers with relevant industry experience.
- Low motivation or interest from employees in participating in training sessions.
- Limited financial resources.
- High turnover rates leading to repeated training needs for new employees.
- Challenges in delivering training in a language that all staff members can understand.
- Shortage of time and lack of capacity of workers to organize and to attend these meetings.
- Difficulty in assessing the impact or success of the training programs.
- Other: (Please describe any other barriers you consider a challenge.

20. How do you assess the skill level of your kitchen staff in terms of food preparation and handling?

- 1 - Less skilled
- 2
- 3
- 4
- 5 - Highly skilled

21. Is there a specific food waste reduction policy currently in place at your hotel?

- No policy in place
- Informal policy only
- Formal policy but not enforced

- Formal and enforced policy

22. Please indicate the extent to which you consider having a positive impact on the following points:

Employee engagement

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Working skills

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Operational efficiency

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Staff retention

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Cost management

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Environmental impact

- 1 - No positive effect at all
- 2
- 3
- 4
- 5 - High positive effect

Section 3 - Training and employee fluctuation

This section examines the relationship between training and employee fluctuation within the F&B department. According to Anderson (2024), 94% of employees would stay longer if an organisation invested in training and development. The questions in this section aim to assess the current level of employee fluctuation and the perceptions of the impact of training on reducing turnover.

23. How would you rate the employee fluctuation in the F&B Department?

- 1 - Very low
- 2
- 3

- 4
- 5 - Very high

24. How do you agree with the following statement?

"Providing training to employees can reduce fluctuation."

- 1 - Totally disagree
- 2
- 3
- 4
- 5 - Totally agree

25. In your opinion, how much does sustainability training affect employee engagement and motivation?

- 1 - No impact at all
- 2
- 3
- 4
- 5 - High impact

Section 4 - Management attitude

This section examines the priorities and attitudes of F&B management towards employee training. It aims to measure the interest in implementing training programmes to manage and reduce food waste. It assesses the importance placed on various factors in management decisions and the perceived value of investing in employee training.

26. In your Food & Beverage (F&B) management, which of the following factors do you prioritize the most?

- Cost efficiency: minimizing expenses and maximizing profitability
- Environmental impact: implementing sustainable practices, reducing waste
- Social impact: contributing to community well-being, ensuring fair labor practices

27. How much do you agree with the following statements:

"I consider spending money on employee training to be a non-essential expense."

- 1 - Totally disagree
- 2
- 3
- 4
- 5 - Totally agree

"I consider spending money on employee training is an investment for future development and cost reduction."

- 1 - Totally disagree
- 2
- 3
- 4
- 5 - Totally agree

28. Are you interested in applying a training program to the F&B department to reduce and manage food waste?

- Yes
- No

29: Please support our survey with sharing your additional opinion, ideas and best practices on this topic:

6. Annex: Interview transcript

Petra	Akkor kezdhetjük is igazából. Kezdenéd azzal, hogy egy kicsit bemutatod saját magadat, hogy mivel foglalkozol pontosan, mi a munkaköröd, meg a szállodának a profilját, meg ilyesmiket.
M.	Persze, én Nagy Máté vagyok, az IBIS Styles Budapest Airport Szálloda igazgatóhelyettese. Itt Budapest 2b terminál repülőtérének közvetlen közelében, tehát ez a 250 méter távolságot jelöli. A szállodánk egy 3 csillag superior kategóriába sorolt szálloda, ami nagyon egyedülálló szerepet és különleges pozíciót tölt be jelenleg a magyarországi szállodák piacán. Értem ezalatt a rendkívül hihetetlenül magas 90 százalék fölötti foglaltságot, melyhez hozzátartozik az átlag egy éjszakás, az átlagos egy éjszaka tartózkodási idő, és ennek a tartózkodási időnek, az egyik szakács meg szállásidőnek is egy nagyon különleges szegmense vagyunk, ahol gyakorlatilag egy aktív 8 óra pihenést töltenek el a vendégek. Értem ezalatt a kései érkezéseket és a kora hajnali indulásokat, amihez alkalmazkodott, és mellette üzemel a szállodánk.
Petra	És jól láttam, hogy van étterme is a szállodának rendesen, nem csak reggeli.
M.	Igen, igen, igen. Az étteremnek egy másik különlegessége, hogy minden foglaláshoz tartozik minden foglalás reggelivel készül, tehát nincsen reggelit nem igénylő vendégünk, azaz nem étkezhető vendégünk, így minden vendégnek a szálloda 145 szobájából mindenki reggelizhet. A speciális lokációnak és a menetrendeknek, tehát a low cost budget airline-ok jelentős része nagyon korai indulással dolgozik, ezért már kora reggel, az hajnali 4 órától elérhető reggel 10 óráig mindenki számára a reggeli, és ez nemcsak kontinentális reggelit jelent, hanem meleg reggelit, tehát már hajnalban tudnak a büféreggelivel fogyasztani. Mindazonáltal, akik nem igénylik, vagy ennek ellenére ez nem fér bele az idejükbe, tudnak box-reggelit, azaz előre elkészített háromszögzendvicsből, gyümölcsből és üdítőből álló reggeli csomagot is kérni. Emellett található az étterem, található egy bár a szállodában, amely ebédre és vacsorára is nyitva van, tehát a bár, illetőleg maga az étterem is rendelkezésre áll, bizonyos esetekben ebédre, de inkább vacsorára.
Petra	És így, hogy amúgy maga a vendégek nem töltenek a technikailag időt a szállodában, mennyire használják az éttermet, vagy mennyire népszerű az étterem?
M.	Az alapvető étkeztetést napközben nem, és ezért is nem mondtam teljesen ki, de ezért is fogalmaztam másként, és nem egyértelműen, hogy az étterem ebédre nyitva van, vagy lenne, hogyha lenne rá igény, de valójában, mint a legtöbb szállodában, a bárban is lehetőség van étkezésre, és ezért, hogy ne egy vagy két ember üljön az ebédnél, már számukra is nem túl komfortosan, ezért ezeket az étkeztetéseket általában a bárban valósítjuk meg, mind egy munkaerő optimalizálás szempontjából, mind pedig egy vendégélmény szempontja miatt. Úgyhogy az étterem valójában délben nincs nyitva, viszont ugyanazt az étlapot elérhetővé tettük a bárban, ami egyébként a vacsoraétlap is,

	és az pedig az A'la carte vacsora értelemszerűen az étteremben elérhető, így inkább a vacsora kedvelik, és van rá igény, mert megint csak a lokáció okozta szélsőség, hogy itt a 2b terminál környékén nem sok, sőt kimondottan kevés lehetőségük van étkezésre, meleg étkezésre pedig gyakorlatilag nincs is, hiszen fent a repülőtéren meleg étkezési lehetőség a terminálon kívül nincsen, tehát a check-in, a biztonsági átvilágításon kívüli területen, ahová bemehetnek, nincsen. A legközelebb az bent lenne Vecsésen, amihez legalább autó vagy taxi kellene.
Petra	Ez azért egy érdekes munkavállalói szempontból is nem, hogy hogy oldjátok meg a dolgozókkal ezeket az ebédidőszakokat, nem?
M.	Alapvetően nem, mert ugye a reggeliztetésnek mindig van egy ilyen érdekes szűk keresztmetszete, hogy akkor a reggelire sokkal nagyobb volumenű munkaerőre van szükség, általában még ebédelünk, viszont itt a 6 órás, 8 órás munkaidő gazdálkodás mellett, illetőleg a nagyon korai kezdés mellett lehet úgy optimalizálni, hogy valójában ne legyen túl nagy munkaerőtöbblet pazarlás a déli időszakban, de mégis elegendő legyen. Értem ezalatt a gyakorlatban azt, hogy a 6 órától 2 órás munkavégzés, ugye a klasszik 8 óra, az mondjuk kényelmesen lefedésben segít a reggeliztetésben, majd utána abban a kevés ebédben, ami a bárban történik, és 2 órától pedig a műszak átadása a délutános műszak számára, aki pedig a kellemes tíz óráig nagyjából lefedi a munkaidőt, és akkor két műszak van.
M.	Alapvetően nem, mert ugye a reggeliztetésnek mindig van egy ilyen érdekes szűk keresztmetszete, hogy akkor a reggelire sokkal nagyobb volumenű munkaerőre van szükség, általában még ebédelünk, viszont itt a 6 órás, 8 órás munkaidő gazdálkodás mellett, illetőleg a nagyon korai kezdés mellett lehet úgy optimalizálni, hogy valójában ne legyen túl nagy munkaerőtöbblet pazarlás a déli időszakban, de mégis elegendő legyen. Értem ezalatt a gyakorlatban azt, hogy a 6 órától 2 órás munkavégzés, ugye a klasszik 8 óra, az mondjuk kényelmesen lefedésben segít a reggeliztetésben, majd utána abban a kevés ebédben, ami a bárban történik, és 2 órától pedig a műszak átadása a délutános műszak számára, aki pedig a kellemes tíz óráig nagyjából lefedi a munkaidőt, és akkor két műszak van.
Petra	- Értem. Akkor most egy kicsit eltérek az ételpazarlással, mert hát ez csak a fő téma, meg így a dolgozók viszonya. Az első kérdésem az, hogy mennyire figyel a szálloda az ételpazarlásra, meg hogy ugye ez egy lánchoz tartozó szálloda, ez befolyásolja az ehhez vonatkozó gyakorlatokat, esetleg ilyen tervezeteket.
M.	Mindenképpen befolyásolja.
Petra	Te egy nagyon jó alany vagy, bocsánat, hogy beleszólok. Most, ha beszélsz nyugodtan, említhetsz más tapasztalatokat is, nem kell mindig kimondottan erre a szállodára vonatkozólag nyugodtan, ha van valami olyan kommented, vagy ilyesmi, ami más szállodára, vagy akár a tapasztalataidból származik, azt is nyugodtan megemlítheted.
M.	Mi alapvetően odafigyelünk rá magunktól is, de ahogy te is említetted, egy szállodaláncnak, az akkor szállodaláncnak vagyunk egy menedzshotele, tehát nem az Accor Pannónia Hotel Zrt.-hez tartozunk, hanem van az épületnek egy tulajdonosa, aki menedzsszerződést kötött az akkor szállodalánccal, és kiválasztották a brandet, amihez tartozunk. Ugye ez az IBIS család, amit mi képviselünk és üzemeltetünk. Így guideline-

	<p>okban, illetőleg az Accortól követjük, és az Accor-ral dolgozunk együtt, aki szorosán meghatározza és mutatja az irányt számunkra, és szab bizonyos feltételeket. Picit kevésbé megkötve és meghatározva, de mégis erősen irányt mutatva, mintha saját szállodájuk lennénk. Válaszolva pontosan a kérdésre, az Accornak már nagyon régen, több mint tíz évvel ezelőtt elindult több környezetvédelmi projektje és kezdeményezése a Planet 21-től kezdve az akkor különböző zöld szálloda programjaikon keresztül, amely már a mi életünket is évek óta meghatározza, illetőleg az IBIS szálloda életét is rendkívül régóta meghatározza. Többek közt az ételpazarlást is érintve egyre jobban megismerjük ezt a dolgot, egyre jobban megértjük és együttérezünk, és igyekszünk ez ellen tenni, de én azt érzem, hogy még mindig rengeteg tanulnivalónk van, hogy ezt saját magunk érdekének tudjuk tekinteni, és hogy ezt ne egy kötelező dolognak, hanem ezt egy saját érdeknek tudjuk felfogni.</p>
M.	<p>Nekünk ugye van egy ilyen irányú megkötésünk, a magánszektorhoz képest viszont a magánszektor mozgatórugója sokkal inkább az anyagiakban rejlik és az anyagiakból indul. Ennélfogva biztosan és bizonytalan számunkra is egy felfedezett lehetőség és egy felfedezett út vagy egy bejáratott út már létrejött. Ez az út nyilván sosem lesz túlságosan kijárva, mert mindig van hová fejlődni, számunkra is és számunkra is. Egyre több program és kezdeményezés és lehetőség nyílik számunkra, hogy ezen még többet dolgozzunk, még jobban lássuk a lehetőségeket, egymástól tudjunk tanulni. Ilyen például, amit te is említettél, a brit kezdeményezésű winnow program, amelyet több belvárosi szálloda is használ, de vidéki, akkor szállodák, mint például a szegedi Novotel is már bevezetett, használ aktívan, és élvezik ennek a programnak az előnyeit, de ugyanígy a Gresham is használja, és itt most már a második lokációt fogja kijelölni ennek a programnak a házon belül, hogy a kívánt célt már el tudták érni és elérték, és most egy új célt tűztek ki maguknak. Mi ezzel a programmal ismerkedünk jelenleg, mindazok mellett, hogy az akkor kötelezett már minket erre az évre, hogy határozzunk meg egy food waste, egy moslékból és plate waste-ből álló moslék létrészt, food waste bázis évet, tehát egy bázismennyiséget, melynek következő lépése várhatóan az lesz, hogy ezt legalább 20, hanem 30 százalékkal kívánják csökkenteni a 2025-ös év tárgyidőszakára. Tehát jelenleg számunkra nyilván az adatbázisból elérhető, hogy eddig milyen mennyiségű hulladékot szállítottak el, ilyen irányú hulladékot szállítottak el a szerződött partnereink, de ezek a programok, mint például a WINNOW is, nagyon nagy segítséget fog nyújtani ennek megerősítésében és ennek a boncolásában, hogy ez hogyan áll össze.</p>
Petra	<p>Azon túl, hogy bevezettek egy ilyen mérőeszközt, mivel gondoljátok még csökkenteni, vagy milyen eszközökkel?</p>
M.	<p>Nincs túl sok eszköz, tehát ahogy bizonyára te is szembesültél vele, eszköz, mint olyan, igazából nincs bejáratott út feltétlen, mert ez még egy picit gyerekcipőben járó téma, főleg Magyarországon, én azt gondolom. Korábbi kérdéseket is lehet, hogy érintve vagy potenciálisan megkérdendő témákat érintve. Itt az egyéneket kellene, én azt gondolom, minél inkább a megfelelő pozícióban és gazdálkodó részeken döntést hozó és munkát végző személyeknek kellene a tréningezéssel, a megértetéssel, a felvilágosítással, hogy ez valójában miért. Mi ez a rengeteg ok, mert itt valójában nem kettő-három ok, hanem tízen okok vannak felsorakoztatható sorrendben, hogy ez valójában miért is fontos, és nemcsak a szállodának vagy neki, hanem a környezetnek, a többi dolgozónak, akár a jövő</p>

	<p>generációnak, vagy a következő generációknak, érintve itt akár a globális felmelegedést, az inflációt és túltermelést és minden más, de hogy itt ezt nekünk kellene kiaknáznunk, és megtalálni azokat az eszközöket, amiket meg lehetne lovagolni és itt lehetne használni. Gondolok itt a mi séfünk által használt tervezésekre. Mindazonáltal, hogy nálunk mennyire jól vannak kezelve, akár a büfé reggeliken megmaradt ételek. Mindazonáltal rengeteg dolgot lát például a konyhai technológiai műveletek során létrejött ételvesztés vagy nyersanyagvesztésre is tervezni. Tehát, hogyha egy pucolt gyökérzöldséget megfelelően tisztítanak, és először az mondjuk mosva van, és nem egyből hámozva, akkor annak a hámozott részéből akár mondjuk egy zöldség alaplevet elő lehet állítani. Ugyanígy akár egy új burgonyából, vagy éppen a petrezselyemnek a zöldjéből, a gyökérzöldség zöldjéből. Ezeket mi a miséből, Nagy László nagyon jól kezeli, és igyekszik tényleg mindent visszaforgatni, és tényleg akkor, amikor már legalább egy, hanem két ilyen feldolgozási folyamaton átesett egy-egy nyersanyag, csak és kizárólag akkor kerül a szemétkébe a moslékba a veszteglők közé. Tehát, hogy ilyen dolgokkal rengeteget lehet menteni.</p>
Petra	<p>Azon túl, hogy bevezettek egy ilyen mérőeszközt, mivel gondoljátok még csökkenteni, vagy milyen eszközökkel?</p>
Petra	<p>Igen, itt ki is emelted, hogy igazából ez a tervezés, ez tényleg az agya az egésznek. Meg akkor azt vettem ki a szavaidból, hogy te is úgy gondold, hogy leginkább, aki ez ellen tehet, az a dolgozó és nem a vendég, mert nagyon sokat ugye olvastam ebben a témában, és igazából azért is kezdtem el vizsgálni legelőször ugye a Courtyard-ban létrejött, mert hogy mindenki azt mondta, hogy hát az a sok. És aztán kiderült, hogy nem az volt a sok, hanem hogy is volt? Azt hiszem, 93 százaléka az összes ételhulladéknak volt máshonnan. Szóval össz-vissz 7 százalék volt az, ami a vendégeknél maradt. Nagyon-nagyon nehéz témakör, és szerintem nem találjuk meg erre a megoldást</p>
M.	<p>Én inkább azt mondom, hogy ez egy kollektív felelőssége mind a dolgozó szektornak, tehát a dolgozói oldalnak, mind pedig a fogyasztói oldalnak</p>
Petra	<p>Mert olyan, hogy az egyik és a másik, és az se igaz, hogy csak a vendég az se igaz, hogy csak a dolgozó. Viszont most, hogy így ezt a témát kezdtem el nézegetni, arra is rájöttem, hogy például itthon Magyarországon végig nézegettem az ilyen szakácsképzőknek, mindenféle ilyen oktatóhelyeknek, akik oktatást biztosítanak ezeknek az embereknek, hogy egyik helyen sem volt benne a tananyagban a környezettudatosság, sem az ilyen fenntarthatóság. Szóval minden benne volt, csak ezek nem.</p>
M.	<p>Akármelyik szektort nézed, ezt a következő három mondatomat, majd azért úgy vágta ki, hogy nagyon érdekes, hogy nekem azért úgy kilátásba helyezték, hogy be kellett fejeznem a főiskolát, az egyetemem, hogy le kéne diplomázzak munka mellett, hogyha én valamilyen, tényleg egy szándékozgató szeretnék lenni a következő tíz évben, és hogy akkor Molcz Ádám menedzsmet, és hogy akkor bizonyos tárgyak könnyebbek lesznek itt, vagy akkor már, hogy ugye ebben dolgozok, és mondták, hogy baromira nem azokat a tárgyakat, hanem azokat az eszközöket használják és tanítják, amivel valójában manapság a hétköznapiakban dolgozol, merthogy az oktatás az mindig le lesz maradva. És ez mindig is így volt, és így is lesz. Tehát, hogy akár egy vizet nézel, akár egy vendéglátós, egy szakácsképzést nézel, ott is mindig a régi dolgok, tehát a régi fajta dolgok lesznek leírva, mert azokat a könyveket valakinek le kell írni, azt engedélyezni</p>

	kell, ott legalább egy két-három éves lemaradás lesz, hanem több. Tehát egy nemzeti tantervet, hogy te lemondosíts, sokkal-sokkal dinamikusabban változik a világ, minthogy azt le tud követni és oktatásban, hiszen ahhoz kell valaki, aki tudja, felfogja, egyetért vele, és azt oktatni is tudja, és akkor még csak egy vagy két emberről beszélünk, és hány osztály, hány szak indul éves szinten az országban. Tehát ehhez idő kell, és hogy az emberek önállóan eljussanak arra a szintre, hogy ezzel azonosulni tudjanak, hogy azt tényleg hitelesen át tudják adni, és hogy elkezdik kapargatni egyenként ezeket a lehetőségeket, hogy én, mint egyén mit tudok ehhez hozzátenni?
Petra	Hát igen, ehhez az is kell, hogy otthon hogy viselkedik.
M.	Igen, ez pedig az oktatás
Petra	Igen, igen. Minden erre vezethető vissza.
M.	Azt akartam mondani, hogy nagyon nehéz, nagyon összetett, tehát annyira sokrétű, tehát hogyha egy öt csillagot nézel, teljesen más az egésznek a dinamikája, a mozgatórugója, az elfogadottsága a waste mennyiségére. Mert ugye például ott van az a kategória, amikor 10-ig van a büfé, ugye te is csináltad. 9:50-kor mennyi plate waste, amikor kettő darab crossonod van? Meddig fogod tartani ezt a büfét? Pont elfogyjon? És ha az utolsó vendégnek nem jut egy öt csillagba, azért az kellemetlen. Viszont hogyha ott marad egy csomó, mindamellett mondjuk fogja engedni Máté, vagy a Zsuzsika, vagy az igazgató, hogy ti hátul ott maszolgassátok a kis, hogy hívjakotokat, croissant-okat, vagy akkor azt majd ki kell dobni, vagy hogy mi történik azzal, majd jön a Melisso, és akkor berakja a Munch-ba, fog vele foglalkozni? Ha Robi nincs ott, mert a Robi kiadja, hogy akkor az menjen munchba, de hogy a Kreszka Józsi fog vele foglalkozni, vagy úgy lesz vele, hogy leszárom, mert nincs itt szabadsága, vannak ott Horvátországban, de a Gergő fog vele foglalkozni, tehát ez annyira egy összetett dolog kell, hogy legyen, és emberként, humánként bele kell, hogy állj, és részt kell, hogy vállalj ezekben a feladatokban, mert hogyha ez így nem történik meg, akkor az így azonnal el tud csúszni.
Petra	Szóval még azt akartam említeni, hogy még nagyon érdekes az, hogy ugye feltettem azt a kérdést is, hogy mennyi a külsős munkavállaló. És azért ez is köthető mindenféleképpen az oktatáshoz, mert ugye az, hogy külső munkavállaló, az egy lutri, nem? Végül is.
M.	Még a belvárosban is nagyon, de nekünk borzasztóan. Tehát, hogy ide a reptérre kijön-e a külsős munkavállaló kettő, hanem három alkalommal átszállva nekünk borzasztóan nem működött. Nekünk nagyon kellemetlen.
Petra	Nem is alkalmaztak külsőst?
M.	Egyet még alkalmaztunk, betanított részfolyamatokra, tehát mosogató és segédfelhasználóként, de alapvetően nem. Egyre inkább ezen a téren is egy felelős gazdálkodást szeretnénk folytatni, mely engem is érint, mert ugye szállodaigazgató-helyettesként töltöttem a napjaimat, az FMB területét támogatva például ilyen dolgokban, hogy munkaerő gazdálkodás. Úgyhogy egyre inkább próbálunk több időt fordítani és szentelni arra, hogy akkor, amikor nem kellünk, akkor ne álljunk itt feleslegesen, mint azt mondtam, amikor rendezvény van, akkor ne kelljen külsőst hívnunk, hogy az tényleg sajátként legyen kezelve
Petra	Ugye ott is az is jut, hogy ők hogy viszonyulnak ehhez a témához, őknek gondolom még annyira se tudatosak úgymond, mint a belső dolgozók, hogy ezt csak én feltételezem.

M.	Sajnos mi is ezt tapasztaljuk. Tehát, hogy mind a nem vállalnak felelősséget ezért a részért sem jellemzően.
Petra	Akkor még nektek szerencsétek van, hogy mennyire kell anyui alkalmazni, mert azért a Courtyardba, ott voltak többször is, többen is, ha jól emlékszem. Itt azért kellett.
M.	Igen. Itt azért ez az elnyújtott reggeliztetés, mint legnagyobb volumen a házban. Ez azért, hogy ennyire el van nyújtva, ezért sok terhet levesz a vállunkról. Illetőleg itt van egy olyan külső nyomás rajtuk, hogy nekik ott kell lenni, mert a repülő nem várja meg őket, akkor az az ő érdekük, hogy ők tényleg megfogják, felkeljenek, x időt töltsenek a reggelire és minden másra, hogy utána elmenjenek, tehát, hogy ezáltal nem tud betornyosulni a reggeliben a vendéglétszám, így nekünk nem kell akkora létszámot felvonultatni, hogy ezt kezelni tudjuk. Igaz, ez is sokat segít, tehát például abban a szállodában öten-heten bent voltak bizonyos csúcsidőszakokban. Ez azért egy alacsonyabb vendégszámot, vendégkapacitású szálloda, egy csillaggal alacsonyabb színvonalon, de igazából itt nem indokolt.
Petra	És a fluktuáció az mennyire jellemző?
M.	Nem
Petra	Mert ugye itt hallottuk, hogy Covid után elmentek nyáron szezonban, ilyenkor nehéz műkörmöt találni.
M.	Nem, kevésbé, mint más szállodában, azt tapasztaljuk. Szerencsére egy olyan igazgatója van, aki egy olyan légkört, egy olyan megbecsült légkört tudott teremteni és teremt a mai napig, amelyet a dolgozók értékelnek és éreznek, hogy nagyon-nagyon más a szállodának a dinamikája, a működése, mint akár egy belvárosi szállodának, akár azonos vagy magasabb kategóriájában.
Petra	Ezt jó hallani, hogy ott ennyire nem probléma, mint máshol.
M.	A lokáció segít, a lokáció bocsánat, a lokáció is segít, tehát ha itt el tudsz jönni közel olyan feltételért, vagy még jobb feltételért, és mondjuk most megfordítom a kamerát, és itt parkolsz a ház mellett, akkor nem fogsz bemenni a belvárosba, metróval, villamossal, hogy éjszaka gyere haza, gyere haza, megvecsésen. Minden nap beülsz a kisautódba, 5-600 ezer forintért pár havi fizetésért veszel egy autót, és a ház előtt parkolsz le. Reggel, este, délben, viharban, hóban, és például egyébként, hogy értsd, a reggeli 10-kor vége van a reggelinek, 10 óra pár perckor mindent leszednek a büféről, beviszik hátra a hőhídra, és ott bemehet mindenki, a recepciós, a rezervációs, a sales-es, bemegy, szed magának rántottát, egy kis tükörtojást, egy kis sonkát, hagymakarikát, ketchupot, mustárt, majonézt, és olyan tényérokkel jönnek ki a gyerekek, és senki nem szól rájuk, hogy nekem van valamelyik nap, csak neked mondom, mert ezer éve ismerjük egymást. Valamelyik nap már az én pofámról égett a bőr, hogy te tényleg, tehát konkrétan egy csepp majonéz nem fért volna már a tényérra, hanem hozta külön a kezébe a hangzót a majonéz, hogy tényleg ennyit végzel a lánya reggelire, amit egyébként hadd egye meg, mert az igazgatót nem zavarja, a séfet nem zavarja, az kint volt a büfében, tehát rátüsszenhetett bárki, megfogadhatta bárki, kint volt X órája, nem tudnál vele valójában ténylegesen mit kezdeni, de te is, meg én is szívesen megennénk még, akkor ők miért ne egyék meg? Ezáltal elég tudsz indítani egy pozitív spirált, mert 10 óra után, 4-11 magasságában ő ezt megeszi ezt a hatalmas tényért, akkor talán kettőkor felmegy ebédelni, de lehet, hogy délben megy fel ebédelni, de amúgy nem lesz éhes, mert

	<p>reggelizett, amiért te még nem láttál, cserébe nem fogy a mi személyzeti étel, és a személyzeti étel sincs lefőzve egyszerre az aznapi kedves dolgozói létszámra, illetőleg le van főzve, de nem teljesen bemelegítve és bekészítve, hanem mondjuk egy 70%-os készütségben, amikor is elfogy valami, akkor lecsörögsz, 5 perc, míg azt rotytantanak egyet, rajta bemelegítik, besütik, de hogyha nem kell, akkor az ott marad másnapra, lesokkolják, lefagyasztják, jó lesz jövő hétre, holnap akkor ezzel indítjuk az ebédet, vagy kétféle ebéd lesz, és az aznapi ebédet, amit ma főzünk. Aztán látjuk, hogy a mai ebéd nem megy el, annyival kevesebbet főzöl a holnapiból, és ez így bespirálozódik, és ugyanez működik nálunk, hála a végnek, például a büféken megmaradt ételeket. Amikor a büfében vége van a büfé ebédnek például, akkor a dolgozók ehetnek belőle. Mert ez egy teljesen elfogadott dolog. Mindenki jól tud belőle lakni. Kvázi annyival kevesebb személyzeti ételt kell készítened. Nincsen moslékod, nincsen moslékod, tehát a szeder nincs annyi költsége a moslák oldalán, a moslák elszállítási oldalán sem, illetőleg az anyagi személyzet étkezési mennyisége is sokkal kevesebb. És a dolgozónak is van egy nagyon jó megítélése, hogy itt tényleg emberszámba veszik, vendégételt, vendégétel minőséget kap, nem kell vele bujkálnia, nem kell szívességet kérnie, hanem jóízűen be tud ülni, meg tudja enni, és ez nagyon pozitív lecsengéssel megy.</p>
Petra	<p>Hát ezt jó hallani, mert ugye ezt a fluktuációt azért is boncolgatom ennyire, mert azt is elég sok helyen olvastam, és amúgy valamennyire ésszerű is az a gondolatmenet, hogy folyamatosan cserélődnek a vendégek, vagy a dolgozók, akkor az hatással van arra, hogy mennyi az ételhulladék, mivel folyamatosan változnak a szálloda, nem tudja mondjuk őket úgy betanítani, nem kapják meg azt a tréninget, úgy vannak vele, hogy jó, hát úgyis mindjárt tovább állok, és akkor toljuk úgymond az egészre.</p>
M.	<p>Igen, benne van, benne van. Tehát, hogy ezt minden részéről egyébként nem csak az ételvesztéssel kapcsolatban össze tudjuk hozni, de te is tudod, hogy amikor nincsmegfelelőként tréningezve, hanem kb. be van dobva a mélyvízbe, és nincs elmagyarázva annak a pontossága, és nem látja a többitől sem, hogy ebben részt vesz, és ez fontos számunkra, akkor ő miért végezne plusz munkát? Ő ugyanannyit fog keresni, meg fogja keresni a rövidebb végét a munkának, és nem fog tenni érte.</p>
Petra	<p>És például nyilván gondolom a séf az azért végzett iskolát.</p>
M.	<p>Elvileg, de hogy például az alatta lévőknél mennyire fontos az, hogy legyen valami papírjuk, vagy valami tanítványuk.</p>
M.	<p>Pontosan.</p>
Petra	<p>Meddig a munkakörig számít, hogy van?</p>
M.	<p>Nagyjából a kézilány meg a mosogatóig, de igazából a mosogató az, akinek nem kell, hogy szakirányú végzettsége legyen, mert az egy betanított folyamat, az egy betanított munka. Kell tehát, hogy mindazonáltal, hogy kicsi a konyha és a konyhai létszámuk, tehát kell az, hogy mindenki egyenletesen terhelhető legyen. Kell az, hogy egyenlően legyenek megbecsülve, hogy ne alakuljanak ki bérfezültségek, illetve anyagilag is meg vannak annyira becsülve, hogy azért cserébe áll az elvárás feléjük, hogy legyen egy szakirányú végzettségük, és tudják is, hogy mit hogyan kell csinálni.</p>
Petra	<p>És mondjuk hogyan tudnád megkülönböztetni azokat a problémákat, amiket orvosolni lehetne mondjuk egy oktatással egy lánchoz tartozó szálloda és egy független szálloda között? Mik azok a problémák, amik fölmerülhetnek. Most itt gondolok olyanra, hogy</p>

	nyilván egy lánchoz tartozónak hamarabb lesz ilyen egységes valami tervezete, mint egy függetlennek.
M.	Én inkább azt gondolom, azt érzem, hogy a független szállodáknak vagy független éttermeknek sokkal inkább optimális.
Petra	Sokkal inkább nem tudom kimondani ezt a szót, jobban optimalizálva van a működése munkaerőben, tehát sokkal inkább ki van számolva az, hogy mindenre éppen hogy jusson elegendő idő, még azért egy nagyobb szervezetben, legyen az egy szálloda, vagy egy nagyobb étterem, sokkal több tartalékidőt tudsz találni, amiben jobban, könnyebben lesznek olyan emberek, akik felfedezik és kidolgozzák ezeknek a lehetőségeknek a miértjét, a hogyanját és ennek a taníthatóságát. Sokkal könnyebben megvalósítható is ennek a tudásnak, ennek a folyamatoknak, ezeknek a tréningeknek a megvalósíthatása. Tehát nagyobb szervezet, több dolgozó hamarabb ki fogja tudni dolgozni és tudja integrálni és tudja betartani és betartatni, mint egy kisebb, esetlegesen önálló egység, ahol lehet, hogy igazából az üzletvezető, az étteremvezető is a szervizben áll folyamatosan, és hogy igazából ereje és ideje és affinitása sincs hozzá, hogy erre egyáltalán gondoljon?
Petra	Ez egyértelműen kiderült a kérdőívből is, hogy a függetlennél inkább a pénz az, ami jobban diktál, meg az, hogy meg az időhiány.
M.	Az az igazság, hogy a pénz azért egy furcsa tényező, mert nyilván mindig elalszik, mondjuk az idő meg a pénz, és ahogy az idő pénz. De valójában, ha belegondolunk, hogy ez csak egy nagyon kicsi befektetés, merthogy most beleraksz plusz egy hétnyi munkát, vagy pénzt, hogy jöjjön be az étteremigazgató vagy az F&B vezető egy önálló étterembe, és ezt gondolja át, és kezdjen el számolgatni, és igazából ez rövid távon visszajön. Tehát most mondhatjuk a mi példánkat, mondhatjuk a Gresham példáját, de ha eljössz és elkezded nézegetni, hogy hol veszítünk, és erre odafigyelsz, hogy azokon a pontokon ne veszítsünk, akkor nem csak az az egy heti befektetett munka és energia jön vissza, hanem onnantól kezdve folyamatosan jön vissza akár az idő, akár a pénz. Inkább itt a szélesebb látókör az, ami hiányozhat, vagy az igyekezet.
Petra	Igen, ez is igazából bebizonyosult, mert azok a szállodák, akik kitöltötték és lánchoz tartoztak, ők ezeket a tréningeket egy befektetésnek fogták fel, míg a független az egy költségnek. És ez érdekes szerintem.
M.	Igen.
Petra	Egyértelműnek tűnik, de hogy mégis, mikor látom, hogy ez tényleg így van, akkor.
M.	Merthogy itt van például a Winnow az esete, amikor beszélgetünk 640 euró költségről körülbelül. Tehát, hogy azért egy szállodában 640 euró, nem azt mondom, hogy nem sok, de nálunk például két szem még éjszaka, addig azért 640 euró vagy maszek étteremben, vagy egy maszek szállodában azért egy olyan elgondolkodtató költség, hogy azért az egy fél havi bérköltség, tehát hogyha egy fél embernek havi költsége, akkor nem egy programra fogom kifizetni, hanem fölveszek még egy mosogatót belőle inkább. Csak ugye abba nem gondol bele, hogy igen, azt a programot, ha fölveszed, akkor az fel fogja tární, hogy akkor túl sok a répa, pucolod a répát, és akkor túl sok a répaveszteséged, ami lehet, hogy amúgy meg fogja mutatni, hogy rosszul pucoljuk a létet, meg kéne tanulni, vagy rossz minőségű létet veszünk, vagy amúgy pucolva olcsóbb lenne, vagy

	éppenséggel csak megmutatja azt, hogy akkor azt be kéne, hogy dolgozzuk valamit, vagy tők mindegy, csomó mindent megmutathat.
Petra	Hát igen.
M.	De úgy értem.
Petra	Kicsit mélyebben kell keresni a problémát. Mindig ez lesz a konklúzió. Na, igazából úgy gondolom, hogy mindenre választ kaptam, még egy olyan befejező kérdésem lenne, hogy szerinted mennyire lenne igény egy ilyen vállalkozásra vagy cégre Magyarországon, aki a dolgozók tréningezésével foglalkozik. A Szerinted lenne-e reális kereslet? Mert ami külföldön van, azt tudom, itthon nincsen kifejezetten ilyen.
M.	Aki mivel foglalkozna?
Petra	Aki, mint mondjuk, úgy tudnám elképzelni, mint egy HACCP tréninget, hogy kimegy a kis emberke, mondjuk évente egyszer vagy akárhányszor van rá igény, és akkor leadja az anyagot, kitér olyan témakörökre, amiket a szálloda igényel, és megmutatja, ha kell, hogy hogyan kell pucolni a répát. Nyilván más lenne az anyaga egy séfnek, meg más lenne egy konyhai kisegítőnek?
M.	Lehet, hogy nem lenne rossz, lehet, hogy lenne rá igény. Időről időre azért biztos lenne rá jelentkező, mert mondjuk kisebb szervezetek, gazdálkodó egységek, akár újonnan nyíló szállodák lehet, hogy tudnának annyi megbízást adni, hogy ez egy nem rosszul működő vállalkozás lenne. Önálló profilként lehet, hogy kevés lenne, de lehet, hogy berobbanna, ahogyan egyre inkább az emberek, a magyarországin dolgozó emberek is rájönnek ennek a hiányára, de nem vagyok benne biztos. Mert hogyha felfedeztünk, vagy felfedeztük volna már, hogy van egy ilyen hiányosságunk, akkor már lehet, hogy nagyobb ütemben, sokkal nagyobb léptekkel kezdtünk volna már el dolgozni, hogy akkor ezeket az öröket, ezeket a lehetőségeket hogyan aknázzuk ki.
Petra	Mint egy ellenőr, ha körüljársz egy szállodában egy adott megbízással, hogy túl magasra futkoztunk, és ugye séfünk most már vért, verejtéket izzadva ötödik hónapja masszírozza, és most már ugye a húsban nincs is hús, és még mindig magas, és akkor gyere már ki, és nézd meg, és mondjal valamit, hogy miért ilyen magas, és hol tudnánk még csökkenteni, az megint más, ugyanakkor meg te is kérdezted, hogy mennyire dolgozik szakember a házban és a konyhán. Tehát, hogy amikor a szakemberek már nem találják meg a miérteket, akkor az már régen rossz. Ugyanakkor meg lehetséges, hogy lenne rá igény, úgyhogy nem tudok rá választ adni. Lehet, hogy működne.
Petra	Hát reggel egy nagyobb piacra, tehát ezt kell csinálni.
M.	Ugyanakkor meg, ha belegondolsz, bár külföldön sok mindenre van pénz, Magyarországon meg nincs, tehát kereslet sincs rá, tehát az emberek nem akarnak rá pénzt kérni. Ha külföldön működik, akkor ideig-óraig, vagy idő kérdése is lehet, hogy Magyarországon is. Az egyik a másik meg, hogy bármikor jött egy törvénymódosítás, tehát hogy mi is csak mióta csatlakoztam a csapathoz, több olyan alkalom volt, amikor én is megkaptam a projektet, hogy akkor ezt legkésőbb ekkorra kellene integrálni, esetleg kaptam hozzá kapcsolatot, de hogy meg kell lépnünk, mert január 1-től jött egy törvényi rendelet, jött februárban egy törvénymódosítás, jött egy szigorítás, és csak állunk érte,

	<p>hogy akkor jó, de akkor azt hogyan kell, vagy mint kell, és vannak azok a szervezetek, akik lehet, hogy inkább kifizetnék ezt az összeget, és gyere ide, és csináld meg.</p>
M.	<p>Vagy csak védeszd le. Tehát, hogy legyen már egy ilyen, ne ugorjon bele akárki.</p>
Petra	<p>Igen. Na jól van, hát köszönöm szépen. Szerintem minden rendben jó részletes választ kaptam, úgyhogy ha most már ez nem lesz elég a szakdolgozatomhoz, akkor nem tudom, mit csinálok.</p>
M.	<p>Azért ez szerintem még tér ki, az még egy jó téma és egy jó felület, és hogy ismered őket, hadd csaljak, hogy mondjuk egy keresztnevet neked. Tehát Laboncz Betti. Ő a Munch-nak az egyik értékesítési vezető alapító tagja. Ők, én tárgyaltam velük, és beszéltem velük, én megkerestem őket is, hogy esetleg lehetne-e itt muncholni, mint olyan, de aztán megbeszéltük, hogy egyébként a reptéri spár az csinálja, de hogy itt nekünk a lokáció miatt ez például nem. De hogy valójában a Munch is mennyire jó társadalmi szerepvállalást ad, lehetőséget ad a vidéki partnerek számára is. Szerintem nem tudod, én pásztoí vagyok, világvége után kettő lett a Mátra egyik lábánál, és hogy például nálunk is a penész, tehát hogy a pennyt sikerült olyan szinten behálózniuk, arra start, hogy kb. az ország összes spanyol munch-ról. És ezért nem mindegy szerintem, főleg a keleti országrészben, hogy tényleg mondjuk jobb híján ózd jutott eszembe, de tök mindegy, hogy Karancsberényben, a kis CBA-ban, meg a Pennyben nem fogják és kidobják a kukába, a vegyes hulladékba a salátákat, mert az már holnapra nem fogja kibírni, és megrendelte az üzletvezető jobb híján a kamion mézét, új árut, zöldséget, hanem akkor az fog egy pár száz forintért, egyébként még egy kicsi költségsökkentést, vagy legalább egy szerár tompítást jelent, de hogy az nem hulladék lesz, és nem el fog rohadni, és még jobban kilyukasztjuk az ózont, meg melegítjük a bolygónkat, hanem abból holnap lehet, hogy lesz egy ebéd. Vagy pálinka.</p>
Petra	<p>Köszönöm az infót, mindenképp hasznos. Köszönöm az interjút, a kutatás eredményével még keresni foglak. Legyen további szép napod, szia!</p>
M.	<p>Köszönöm, szia!</p>