Machine Translated by Google
RCMOS - Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.2 2026 | Submission: 01/19/2026 | Accepted: 01/22/2026 | Publication: 01/26/2026

Strategic Management and Sustainability in Hospitality: A Study on Optimization of Vacation Rentals

Strategic Management and Sustainability in Hospitality: A Study on Vacation Rental Optimization

Strategic management and sustainability in hostelry: a study on vacancy real estate optimization

Rita de Cássia Oliveira Vasquez
Bachelor's Degree in Business Administration, Uniesp - São Paulo, SP

Abstract

This article analyzes the intersection between strategic management and sustainability practices in the global short-term rental market. Through a review based on high-impact literature, the study demonstrates how the application of ecological techniques, such as *upcycling* and energy efficiency, combined with rigorous supplier management, results in a competitive advantage. It concludes that the cosmetic restructuring of properties, without the need for complex structural works, meets the growing demand of conscious consumers and raises the standards of responsible tourism.

Keywords: Sustainable Hospitality; Strategic Management; Vacation Rentals; Upcycling; Ecotourism.

Abstract

This article analyzes the intersection between strategic management and sustainability practices in the global short-term rental market. Through a review based on high-impact literature, the study demonstrates how the application of ecological techniques, such as upcycling and energy efficiency, combined with rigorous supplier management, results in a competitive advantage. It concludes that the cosmetic restructuring of properties, without the need for complex structural works, meets the growing demand of conscious consumers and raises the standards of responsible tourism.

Keywords: Sustainable Hospitality; Strategic Management; Vacation Rental; Upcycling; Ecological Tourism.

Introduction

The global hospitality market has faced profound structural transformations throughout the last decade. As pointed out by Font and McCabe (2017) in the *Journal of Sustainable Tourism,* the Sustainability has ceased to be a market niche and has become a strategic imperative. The modern consumer demands transparency and concrete actions to mitigate the changes. climate change, directly impacting how managers plan and operate properties. temporary stay.

In this highly competitive environment, business management applied to tourism requires a A holistic vision that combines profitability and low environmental impact. Studies by Melissen, van Ginneken Wood (2016) demonstrates that the adoption of "green" practices in the hotel industry frequently encounters obstacles. Given the lack of technical knowledge among local operators, the administrator's role is to act accordingly.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
IRCMOS – Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.2 2026 | Submission: 01/19/2026 | Accepted: 01/22/2026 | Publication: 01/26/2026

as a facilitator, translating ecological concepts into daily operational processes, from the
From choosing the property to welcoming the final guest.
The aim of this article is to explore how strategic management enables the modernization of tourism.
Ecological aspects in the short-term rental sector : Based on trend analysis .
Based on market research and contemporary traveler behavior, the aim is to demonstrate that the application of
Cosmetic improvements and sustainable design not only reduce the sector's carbon footprint, but also...
It also maximizes the return on investment for properties.

Methodology

The methodological approach of this article is based on descriptive research with a review of...
The literature review was qualitative in nature. The bibliographic survey was structured based on databases of
High-rigorous scientific data, prioritizing indexed publications (Scopus and Web of Science) focused
in hospitality management and sustainable tourism. Articles published in the last few years were selected.
Ten years to ensure the timeliness of the analyzed data.
In addition to the theoretical review, the study incorporates the analysis of secondary data provided by reports.
from the World Tourism Organization (UNWTO, 2023) on post-traveler behavior
pandemic. This data triangulation allows us to support the operational practices observed in the
The real estate market is geared towards temporary stays, ensuring that management strategies here...
Proposals should be supported by empirical validation from the global sector.
Finally, the research applies concepts from strategic management theory to categorize the
Property revitalization processes. The analysis is divided into five fundamental pillars: evolution.
from the market, sustainability as a competitive advantage, the role of low-impact design, the
Supply chain management and the future prospects of the sector.

1. The Evolution of the Hospitality Market and New Consumer Demands

The dynamics of consumption in global tourism have undergone a significant disruption with the advent of...
digital rental platforms. Gössling, Scott and Hall (2020) highlight that the contemporary tourist
It seeks cultural immersion and authenticity, something that traditional hotel models often lack.
They are unable to provide it with the same speed. This change in behavior has put them
Vacation rentals are in the spotlight, forcing a rapid professionalization of the sector.
To cater to an increasingly demanding audience.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS – Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.2 2026 | Submission: 01/19/2026 | Accepted: 01/22/2026 | Publication: 01/26/2026

With the expansion of this market, new questions have also arisen regarding its environmental impact.
of tourism activities. The literature indicates that high-demand destinations face the risk of
environmental degradation if responsible hosting policies are not implemented (Peeters &
(Dubois, 2010). Short-term rentals, being located in residential areas, play a role
Critical to waste management and the consumption of water and energy resources by the local community. It is
at this point of intersection that professional management becomes necessary. The property manager
Hoteliers can no longer act merely as sales intermediaries; they need to be curators.
of experiences. The modern hospitality project needs to be born with the purpose of educating the
consumer, offering clear guidelines on the conscious use of occupied space, transforming the
Staying here is an act of social responsibility.
Mature destinations, such as the major tourist centers in the United States, are already feeling this pressure.
Properties that do not offer a clear distinguishing feature, whether in aesthetics or commitment.
Socio-environmental factors contribute to low occupancy rates. Smart real estate investment today
It focuses on identifying these underutilized assets and strategically repositioning them in the market.
aligning them with the expectations of new generations of travelers.
It can therefore be concluded that the evolution of hospitality is inseparable from sustainability. The market
It rewards managers who manage to balance offering comfort with reducing impact.
environmental, establishing a new ethical and operational standard that will guide the development of
tourism in the coming decades.

2. Sustainability as a Competitive Advantage in Hotel Management

The concept of competitive advantage, widely debated in business administration, finds...
Sustainability is one of its most robust pillars today. In the hospitality sector, studies
El Dief and Font (2010) confirm that "green marketing," when based on real actions and not
Even through speeches alone, it significantly increases customer loyalty and the perceived value of the company.
The guest is willing to prioritize properties that demonstrate respect for the ecosystem.
Managing sustainably requires clear metrics. It's not just about good intentions, but about...
Implement key performance indicators (KPIs) focused on energy efficiency and cost reduction.
Waste. Seasonal property managers need to monitor average water consumption.
and light by reserve, using this data to conduct audits and promote continuous improvements in
facilities and customer service protocols.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS - Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.2 2026 | Submission: 01/19/2026 | Accepted: 01/22/2026 | Publication: 01/26/2026

To illustrate the relevance of this transition, Table 1 presents an empirical comparison between the Traditional management models and models focused on sustainable practices within the context of Short-term rentals, based on operational feasibility analyses.

Table 1: Comparative Analysis of Management Models in Vacation Rental Properties

Dimension the from the **Management**	**Approach Traditional (Focus) (at Cost)**	**Approach Sustainable (Focus) (in Value)**	**Business Impact (ROI)**
Reform Works	Demolition and standard reconstruction; high volume of rubble.	Revitalization aesthetics; use of ecological materials and low VOC.	Lower cost of capital initial; greater agility upon entering the market.
Consumption of Utility s	Costs fixed high; lack of control over consumption of guest.	Installation of LED lighting; flow restrictors Water; automation.	Up to 30% reduction in operational accounts long term.
Position mento de Market	Competition based exclusively in daily rate.	Differentiation through of tourism responsible and green certifications.	Increase in the rate of occupation; attraction of older guests purchasing power.

As the tabular analysis demonstrates, the application of green management mitigates operational risks and financial. The choice not to make severe structural changes, focusing on "upgrades" Cosmetics reduces property downtime. The manager, equipped with a vision Strategically, it is understood that each day the property is closed for major renovations represents a cost. an unrecoverable opportunity.

Therefore, integrating ecological strategies into the business plan ceases to be a factor. It is merely ideological and is now recognized as the main driver of profitability. supported by markets with a high density of tourist offerings.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google

Year VII, v.2 2026 | Submission: 01/19/2026 | Accepted: 01/22/2026 | Publication: 01/26/2026

3. Upcycling and Low-Impact Design: Aesthetic Optimization Without Demolition

Interior design, when integrated into strategic management, acts as a catalyst for...
Real estate appreciation. The practice of *upcycling* — which consists of giving a new purpose and value to...
materials or furniture that would otherwise be discarded — this has gained significant academic and practical acceptance.
According to Bocken et al. (2014), in studies on circular business models, the reuse
The creative process breaks the linear cycle of "extract, produce, discard," aligning perfectly with...
low-impact tourism demands.

In the realm of vacation rentals, the application of conscious design avoids one of the biggest bottlenecks.
From the industry: the rampant generation of debris. Conventional renovations produce tons of
Solid waste. Conversely, the revitalization of a property through the restoration of its
Original furniture, combined with new painting techniques using low VOC (Volatile Organic Compounds) paints.
Volatile Organic Compounds (VOCs) dramatically transform the environment without compromising the local landfill.
From a marketing perspective, this technique creates "thematic" and unique properties. The guest of
Rental platforms value the authenticity of the space. Rooms designed with elements of
Unique decor and repurposed furniture create a strong visual appeal, which translates into
Better photos for ads and, consequently, better booking conversion rates.
substantially larger.

The manager's responsibility is to coordinate this process precisely. It is necessary to evaluate which items...
Which ones have the structural potential to be reused, and which ones require replacement. This curation
aesthetics, anchored in a solid background in resource management, ensures that the
Investment focused on decoration returns in the form of higher daily rates, without the need for...
of contractors or complex structural permits.
Therefore, *upcycling* is not an improvised aesthetic; it is a calculated managerial decision.
This consolidates the company's commitment to the circular economy and delivers to the end customer a...
A lodging experience that is simultaneously comfortable, sophisticated, and eco-friendly.

Complete text.

4. Supply Chain Management and Human Capital Training

No sustainability project survives without the engagement of the supply chain and...
Human capital. In the strategic management of vacation rentals, the dependence on
The cost of external suppliers and local cleaning and maintenance teams is extremely high. Font and McCabe (2017)

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS – Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.2 2026 | Submission: 01/19/2026 | Accepted: 01/22/2026 | Publication: 01/26/2026

They emphasize that operational sustainability is only effective when all *stakeholders* understand it.
and they apply the guidelines established by central management.
The first step to success is establishing rigorous criteria for partner approval.
Input suppliers must provide guarantees that their products are of known origin.
responsible, whether in purchasing biodegradable cleaning supplies or acquiring amenities for the
guests. The preference for small local businesses also strengthens the community's economy.
an essential pillar of sustainable tourism supported by UNWTO (2023).
Table 2 outlines the essential human resources and supplier management protocols for
To ensure the maintenance of ecological practices in properties geared towards hospitality.

Table 2: Structure for Training and Managing Sustainable Suppliers

Focus of Management	**Actions Strategic Implemented**	**Expected Results in the Operation**
Team of Cleaning	Training on the use of biodegradable products and management correct recycling.	Reducing soil/water contamination and proper disposal of generated waste by the guests.
Provided ores (Material) s)	Partner-focused screening places that adopt logistics reverse logistics of packaging.	Reducing CO2 emissions in transport and support to the regional economic development.
Communicate action with Guest	Preparation of manuals clear operational guidelines regarding usage Aware of the space.	Tourist engagement in the economy of Water/electricity during the stay.

The transfer of this knowledge is the backbone of the project. Procedure Manuals
Standard Operating Procedures (SOPs) should be developed in a didactic way so that the local workforce can understand them.
Understand the "why" behind each rule. When the housekeeper or maintenance professional understands
separating waste reduces the environmental impact of your own city, and the adherence rate to...
The protocol is growing exponentially.
Similarly, education extends to the guest. Premium hospitality is not based on...
Not restricting the client, but guiding them with excellence. Leaving subtle and elegant visual instructions.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google
RCMOS - Multidisciplinary Scientific Journal The Knowledge.
ISSN: 2675-9128. São Paulo-SP.

Year VII, v.2 2026 | Submission: 01/19/2026 | Accepted: 01/22/2026 | Publication: 01/26/2026

about the positive impact of turning off the lights or using internal recycling programs.
consolidates the business objective of promoting environmental awareness in the industry of
hospitality.

5. Operational Challenges and Future Prospects for the Sector

Despite the obvious strategic and environmental advantages, the large-scale implementation of
Sustainable hospitality in the real estate market faces notorious challenges. The main obstacle
The administrative barrier lies in the initial investment hurdle focused on the long term. Products with
Ecological certification or low-toxicity paints may have a slightly higher unit cost.
superior in the short term, requiring the manager to perform accurate cash flow analyses to
to make the purchase feasible.

Another challenge highlighted in the academic literature (Gössling et al., 2020) is so-called *greenwashing.*
or "false sustainability." Many companies adopt ecological rhetoric in their advertisements.
season, but they fail in practical execution, which generates frustration and a breach of trust on the part of the
guest. To avoid this risk, management needs to be based on transparency and consistency of
operations, ensuring that what is promoted on the internet is exactly what will be delivered in-store.
property.

The future outlook, however, is extremely favorable. Government regulations
In major tourist centers, regulations tend to become increasingly stringent regarding carbon emissions.
and waste management. Managers and companies that already adopt ecotourism practices will be,
inevitably, ahead of their time, immune to fines or severe operating restrictions that
They may affect outdated properties.

Technology is expected to continue to be a strong ally of hotel management. The advancement of
Presence sensors, smart thermostats, and preventive maintenance management software.
They will further facilitate the control of energy resources, allowing the administrator to monitor the
Properties can be viewed remotely with extremely high data accuracy.

In conclusion, ecocentric hospitality management is not a passing trend.
But the new mental model of the market. Combining technical training in administration with sensitivity.
Through design and *upcycling,* a strong business ecosystem is created, shielded against fluctuations.
Traditional aspects of tourism, promoting profitability, comfort, and unquestionable respect for the environment.
and to American and global society.

This article is published in open access under the Creative Commons Attribution license, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Machine Translated by Google

Year VII, v.2 2026 | Submission: 01/19/2026 | Accepted: 01/22/2026 | Publication: 01/26/2026

References

- Bocken, N. M. P., Short, S. W., Rana, P., & Evans, S. (2014). A literature and practice review to develop sustainable business model archetypes. *Journal of Cleaner Production,* 65, 42-56.
- El Dief, M., & Font, X. (2010). The determinants of hotels' marketing managers' green marketing behavior. *Journal of Sustainable Tourism,* 18(2), 157-174.
- Font, X., & McCabe, S. (2017). Sustainability and marketing in tourism: its time to mind the gap. *Journal of Sustainable Tourism,* 25(7), 869-883.
- Gössling, S., Scott, D., & Hall, C. M. (2020). Pandemics, tourism and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism,* 29(1), 1-20.
- Melissen, F., van Ginneken, R., & Wood, R. C. (2016). Sustainability challenges and opportunities arising from the owner-operator split in hotels. *International Journal of Hospitality Management,* 54, 35-42.
- Peeters, P., & Dubois, G. (2010). Tourism travel under climate change mitigation constraints. *Journal of Transport Geography,* 18(3), 447-457.
- UNWTO - World Tourism Organization (2023). *World Tourism Barometer and Statistics Annex.* Madrid: UNWTO.

This is an open access article published under the Creative Commons Attribution license, which permits its use, distribution, and
Reproduction in any medium is permitted without restriction, provided the original work is properly cited.