Corporate social responsibility of South African tour operators
A practice theory approach

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Tourism is one of the fastest growing economic sectors worldwide, and was even identified as a means against *world of poverty* by the United Nations. South Africa is faced with extensive unemployment, poverty and inequality, and it is commonly believed that sustainable tourism industry can make significant contributions in addressing these problems. South Africa's history and the socioeconomic consequences influence the local definition of corporate social responsibility (CSR), the motivational forces, and its implementation process, but there is no clear insight to what extent these aspects have influenced the understanding and embeddedness of CSR practices in the South African tourism industry.

This study aims to provide insight in the level of embeddedness of CSR as a social practice in the South African tourism industry, the current obstacles in engaging in CSR, and the influence of certification on the institutionalisation process of CSR.

Understanding the influences and impact of CSR and determining its level of embeddedness in business practices of tour operators is difficult and complex. Practice theory is particularly relevant when obtaining this in-depth information as it shows tour operating as a practice-arrangement bundle. Practice theory by Shove, Pantzar & Watson uses the three concepts of meaning, competences, and materials to unpack this bundle. In order to collect the required data, both qualitative and quantitative methods were used. Fifteen in-depth interviews with sustainable South African tour operators were conducted, and an online survey was developed to gain data from a larger group of South African tour operators.

This study shows that there is a similar understanding of CSR among the South African tour operators. However, the companies have translated their understanding of CSR into different ways of doing, which is influenced by their company size, business structure, business strategy, and available resources. This has resulted in the classification of three groups of tour operators, small, medium, and large, that diverge themselves in terms of CSR implementation. The small tour operators focus on empowering people and are personally involved and dedicated to a more sustainable industry, while the large tour operators mainly donate financial means to projects, and consider CSR as an add-on to their authentic tourism practices. The similar understanding of CSR among South African tour operators suggests that at least a part of CSR is routinized and implemented as a dominant practice.

These so-called dominant practices orient the ways in which people prioritize and spend their time. Before CSR can be fully considered a dominant practice, CSR needs to be institutionalised. The web of institutionalisation includes multiple elements that lead to routinisation when connected and simultaneously used, can support this process. Full cooperation from diverse stakeholders from different levels is required in order to influence the general meaning, competences, and materials of CSR, to create a similar mind-set, and a shared set of CSR practices in the South African tourism industry.

1. Introduction

1.1 South African sustainable tourism industry

Tourism is one of the fastest growing economic sectors worldwide, and was even identified as a means *against world of poverty* by the United Nations (WTO, 2005). The growth in travel is particularly high in developing countries, and tourism is responsible for about 40 per cent of all international arrivals (Van Wijk & Persoon, 2006). South Africa is faced with extensive unemployment, poverty, and inequality (Hamman et al., 2005), and it is commonly believed that a sustainable tourism industry can make significant contributions in addressing these problems (Ashley, Roe, & Goodwin, 2001; Van der Merwe & Wöcke, 2007; Hamman et al., 2005; Spenceley & Goodwin, 2007).

The social and political environment of the South African tourism industry has been influenced by apartheid, and subsequent actions have been taken to rectify historical inequalities (Spenceley & Goodwin, 2007). South Africa's history and the socioeconomic consequences influence the local definition of corporate social responsibility (CSR), the motivational forces, and its implementation process (Hamman et al., 2005). In South Africa, CSR therefore also includes more counteracting towards the local unemployment, poverty, and inequality. The Government of South Africa sees sustainable tourism as tourism that promotes responsibility to the environment through its sustainable use, tourism that promotes responsibility to involve local communities in the tourism industry, and tourism that promotes responsibility for the safety and security of visitors, employees, and local communities involved and affected by tourism (Spenceley & Goodwin, 2007; Hamman et al., 2005).

1.2 Defining Corporate Social Responsibility

The International Standards Organisation (ISO) defines social responsibility as the responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behaviour that contributes to sustainable development, health and the welfare of society, takes into account the expectations of stakeholders, is in compliance with applicable law and consistent with international norms of behaviour, and is integrated throughout the organization and practiced in its relationships (ISO, 2012). They also consider CSR as a tool and the way of doing business towards sustainable development. The World Business Council for Sustainable Development (WBCSD) sees CSR as a business commitment to contribute to sustainable economic development, which includes working with local communities, employees, their families, and the society at large to improve their quality of life (Kotler & Lee, 2005).

1.2.1 Adopting the triple-bottom-line approach

The importance and significance of sustainability and CSR have seen a dramatic increase in recent years, both globally and in South Africa (Frey & George, 2010). A fair amount of this growth is due to the increasing search of travellers for sustainable tourism products (CBI, 2014; The Visit Initiative, 2004), and the fact that many consider it as a necessity for

organisations to define their roles in society and adhere to social, ethical, legal, and responsible standards (Lindgreen & Swaen, 2005; Van der Merwe & Wöcke, 2007). The 21st century consumer is increasingly critical of the activities of tour operators and watchful of their impacts on local communities (Frey & George, 2010). Obeying to sustainable tourism practices and adopting a triple bottom line approach ensures that tour operators safeguard themselves against potential risks regarding their reputation and image (Frey & George, 2010; Sandve et al., 2014).

From a CSR perspective, tour operators are in a position to contribute to a sustainable tourism industry (Friedman & Miles, 2002), and are therefore pushed by the industry to demonstrate accountable corporate responsibility (Maon, Lindgreen & Swaen, 2009). In this context, CSR has moved from an ideology to reality, and it is trying to work its way into the current business practices (Lindgreen & Swaen, 2010). Even though organisations increasingly adhere and demonstrate their CSR commitment, many struggle with this effort (Lindgreen & Swaen, 2010).

1.3 Corporate Social Responsibility in South Africa

Some of South Africa's socioeconomic challenges such as the high unemployment rates, the high amount of people living in poverty, and the still existing inequality, directly affect companies' business practices and how they engage in CSR (Hamman et al., 2005). The historically leading understanding of CSR in South Africa has been in terms of corporate social investment, is perceived 'as the right thing to do', and used as an incentive to be seen contributing to social development (Hamman et al., 2005). This basically entails that tour operators in South Africa experience social pressure to contribute to social development by practicing CSR, and have learned that practicing CSR is humanitarian and provides social benefits for disadvantaged communities.

Trade unionists have developed a negative mind-set towards CSR, as they perceive it as "something companies are forced to do, pressured by the society, and which figures as a *smokescreen* for underlying problems" (Hamman et al., 2005, p. 7). The smokescreen refers to the supposed gap between companies' CSR objectives and their actual practices, and is seen as green washing (Hamman et al., 2005). Garay & Font (2012), argue that tour operators who are less financially oriented, are less willing to adopt CSR innovations, whereas those willing to engage in CSR practices also had financial expectations from adopting them.

1.4 Corporate social responsibility as a social practice

Literature shows that social practices are understood as interplay of agency and social structure (Giddens, 1984; Maller, 2012). Practices are routinized behaviour, which involves interconnected elements of activities, materials, and shared competences, knowledge and skills (Horne et al., 2011; Maller, 2012). CSR is considered a social practice due to the engagement with local communities of interest by creating a practitioner-community relationship (Hung, Tan & Koh, 2006), and whereby the activities of CSR are used for social change. Practice theory is used to understand the dynamics between agency, structure, and context, and move beyond the limitations of behavioural research (Maller, 2012).

1.4.1 Corporate Social Responsibility process of institutionalisation

Institutionalisation refers to the process of embedding a shared set of meanings and practices within an organisation or industry (DiMaggio & Powell, 1991; Archel et al., 2011). The ideas and understandings of CSR need to incorporate into mainstream organisations and practices in order to become routinized. This process of institutionalisation is driven by the interactions of social practitioners with different interests and unequal influences on the establishment of the rules, values, beliefs, and norms that will govern the practice of CSR within the tourism industry (Beckert, 1999; DiMaggio, 1988; Archel et al., 2011).

To innovate and routinize the concept of CSR in the tourism industry, there are many more aspects that need to be included and changed. The web of institutionalisation [Figure 1, Levy, 1999) can be used as supporting tool, and shows four different spheres that represent 'stakeholders' of the process, which influence elements of institutionalisation. These thirteen elements will need to be put into place, operated, and shaped by different groups of people such as the government, tour operators, accommodation holders, and local communities. Together, these elements form a web in which they are interrelated and linked in a specific way and reinforce each other (Levy, 1999).
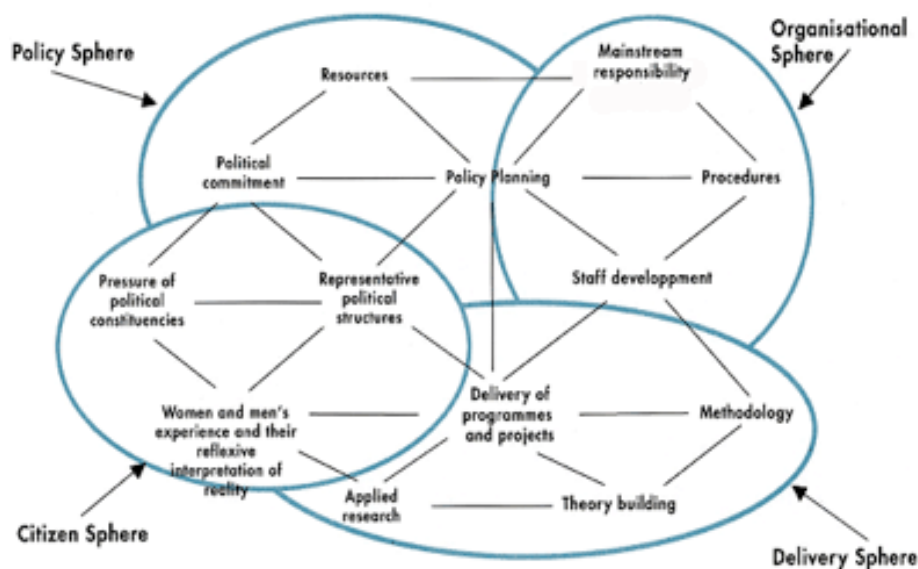
Figure 1: the web of institutionalisation
Source: Levy, 1999

1.4.2 Company size

Multiple studies have determined that company size plays a large role in the level of embeddedness of CSR in their business operations. MacGregor & Fontrodona (2008) argued that CSR is a more natural proposition of small companies, and that it has to be acknowledged that CSR is fundamentally different for SME's and large tour operators. 'Many companies implement CSR without viewing it as CSR, while others want to know more but lack knowledge to implement a value-adding strategic approach' (MacGregor & Fontrodona, 2008, p. 11). Other authors also acknowledged differences in perspectives (Budeanu, 2005), sustainability reporting (Van Wijk & Persoon, 2006), and relationships (Erkuş-Öztürk & Eraydın, 2010) between small, medium, and large tour operators.

1.4.3 Certification programs

In recent years, a broader view of CSR has emerged, which includes terms such as corporate citizenship (Hamman et al., 2005), which is understood as the 'wholesale integration of social and environmental performance requirements throughout all aspects of an organisation's activities (Hamman et al., 2005, p. 9). In order to support and monitor this development, multiple organisations have developed certification programs (Bien, 2007; Mahony, 2007), resulting in over 100-certification programs worldwide (Graci & Dodds, 2014; CBI, 2014; Mahony, 2007; The Visit Initiative, 2004). Sustainable tourism certification consists of programs that measure a range of environmental, socio-cultural, and economic equity issues both internally (within the business) and externally (on the surrounding community and physical environment) (Honey & Rome, 2001; Mahony, 2007). Certification schemes all have different priorities and principles from which they work. Schemes either use socio-economic criteria as stand-alone certification, or as a component of environmental certification to complete the triple bottom line of economic, social, and environmental sustainability (Mahony, 2007).

1.5 Problem statement

It is commonly believed that a sustainable tourism industry can make significant changes in addressing the challenges South Africa faces, such as unemployment, poverty, and inequality. The South African tourism industries' social and political environment has been influenced by apartheid and the followed actions to rectify this inequality. The South African government has defined its CSR definition, which is in line with the definitions of the International Standards Organisation (ISO) and the World Business Center for Sustainable Development (WBCSD), but tailored to the South African situation.

Thereby, the importance of CSR has seen a dramatic increase recent years, both globally and in South Africa, and there is a growing group of tourists who considers it important that organisations define their roles in society, and adhere to social, ethical, legal, and responsible standards. The tour operators are pushed by the tourism industry and the growing consciousness by both the tourism industry and the tourists to demonstrate corporate responsibility and to contribute to a sustainable tourism industry. Literature studies identified several obstacles and challenges that retain tour operators from engaging in CSR practices, but there is no insight knowledge on how these obstacles are perceived and by what type of tour operator. Thereby, there is no clear understanding to what extent CSR is routinized and how the corresponding meanings, competences and materials are embedded in the business practices of tour operators.

1.6 Scientific objective and research questions

This study will focus on the extent to which CSR as a social practice is embedded in the business practices of South African tour operators, the level of institutionalisation of CSR as a social practice, and the role of certification in this process.

1.6.1 Central research question

How and to what extent is CSR as a social practice embedded in the business operations of tour operators in South Africa?

1.6.2 Sub Research questions

- What is the understanding of CSR in tourism among South African tour operators?
- How is CSR embedded in the business operations of Tour Operators in South Africa?
- What are the perceived obstacles of CSR by South African tour operators?
- What is the influence of certification on CSR as a social practice?

1.7 Relevance of the study

A profound understanding of the nature of corporate social responsibility practices and behaviour by the South African tour operator industry and a deeper understanding of how certification schemes support the institutionalisation process of CSR, will support CSR initiatives and certifications schemes to develop and deeper embed responsible tourism practices in South Africa. Thereby, it gives the South African tourism industry an overview of how CSR is perceived and implemented in tour operators' business operations. Additionally, it also provides these tour operators with specific insights of CSR and directions for CSR embeddedness.

Additionally, this research has scientific relevance by combining the practice theory explained by Shove, Pantzar, & Watson (2012) with corporate social responsibility and tour operating. This has not been done before and can open new potential areas for scientific studies. Thereby, this research will fill an important gap in the literature on the influence and impact of corporate social responsibility in business operations of tour operators, the experienced obstacles, how CSR as a social practice is embedded in their business operations in the context of South Africa, and the role of certification.

2. Theoretical framework

2.1 Corporate Social Responsibility

Many different organisations have defined Corporate Social Responsibility (CSR), and even though there are variations in their perspectives, the core message remains similar. Recapitulated, CSR entails a responsibility of (tourism) companies towards the environment, to protect tourists, employees, and local communities (Spenceley & Goodwin, 2007), and a responsibility for the impacts of business decisions on society and the environment (ISO, 2012). CSR is a tool able to contribute to sustainable tourism development, which focuses upon creating a better quality of life and a cleaner environment (Kotler & Lee, 2005).

Garay & Font (2012) view CSR as a value-driven journey, primarily influenced by the development of environmental consciousness, and personal, socio-cultural, and situational factors of local tour operators. Over the years, CSR has emerged as a strong trend in the tourism industry, but tangible evidence of actual change remains relatively limited (Frey & George, 2010). This lack of actual change is related to how CSR is perceived and enacted by tour operators. According to Frey & George (2012), tourism businesses do not have a negative attitude towards responsible tourism, rather they are facing too many constraints and challenges in the tourism industry to feel empowered enough to implement change.

Hamman et al. (2005) argue that there are increasingly prominent strains between international CSR standards, and local circumstances, priorities, and dilemmas. For South African tour operators, it is harder to comply with the strict international standards imposed by the Global Sustainable Tourism Council (GSTC) and International Standards Organisation (ISO), as these standards do not take local circumstances into account (Spenceley & Goodwin, 2007). Another constraint entails that tour operators often lack the expertise required to prioritise key elements of CSR management and to make an accurate assessment of time and resources required (Fey & George, 2010; Grayson & Dodd, 2007).

2.1.1 Growing expectations
CSR is an evolving concept and thereby a moving target, which makes tour operators prioritize actions that fulfil their CSR obligations, but that also have a positive financial impact (Garay & Font, 2012). This is primarily important for the smaller and medium sized companies, who often do not have the financial resources, time, or knowledge to invest in the ever-changing concept of CSR (Sandve et al., 2014). Thereby, many tour operators tend not to address issues where the risk:reward ratio is difficult to calculate and where the way forward is not clear (Grayson & Dodd, 2007).

With the growing expectations regarding CSR comes the pressure to minimise social impacts, to provide employment and opportunities for local residents, train employees in cultural sensitivity, contribute directly to local communities, and negotiate and uphold fair contracts with community landowners and local community members working in tourism (Buckley & Pegas, 2013). Additionally, there are pressures for tour operators to minimise, manage, and monitor, to compensate their impacts on natural environments, and to contribute to climate

change mitigation measures, and conservation of biodiversity and ecosystem services (Buckley & Pegas, 2013; Frey & George, 2010).

2.1.2 Obstacles of Corporate Social Responsibility

Previous studies have identified the main difficulties and challenges for companies practicing and implementing CSR, which can be categorised into five main obstacles. The first obstacle is the *lack of financial means*, which has been identified in terms of lack of sufficient financial resources for CSR implementation (Arevalo & Aravind, 2011; Vasilenko & Arbačiauskas, 2012), and CSR being too expensive in general (Arevalo & Aravind, 2011; Grayson & Dodd, 2007).

The second obstacle, the *lack of resources and knowledge,* has been described by Arevalo & Aravind (2011) as not having enough general knowledge about CSR practices and its implementation process, lack of CSR skills, lack of knowledge and awareness on CSR innovations (Vasilenko & Arbačiauskas, 2012; MacGregor & Fontrodona, 2008), lack of resources to implement CSR (Garay & Font, 2012), lack of incentive structure to promote CSR changes (Doh & Tashman, 2014), and lack of know-how and know-how to relate CSR as a mainstream issue (Grayson & Dodd, 2007).

The third obstacle, being the *lack of awareness of development opportunities,* involves the lack of awareness of business benefits (Grayson & Dodd, 2007; Arevalo & Aravind, 2011), and the fact that tour operators consider implementing CSR a low priority due to the low return on investment rate (Arevalo & Aravind, 2011; Hamman et al., 2005).

The fourth obstacle, the *lack of awareness of support networks,* has been identified in terms of lack of training opportunities to learn about CSR and the difficulty of obtaining information about CSR implementation (Arevalo & Aravind, 2011; Hamman et al., 2005), and the lack of practical examples (Vasilenko & Arbačiauskas, 2012).

The fifth obstacle, the *lack of time,* involves the reports that CSR implementation is too-time consuming (Arevalo & Aravind, 2011; Vasilenko & Arbačiauskas, 2012), and that there are conflicting time pressures due to daily operational demands that result in a lack of integration of CSR implementation (MacGregor & Fontrodona, 2008; Grayson & Dodd, 2007).

2.1.3 Benefits of Corporate Social Responsibility

Even though there are many pressures and obligations to comply with, there are also numerous benefits of engaging in CSR practices. Applying CSR practices in business operations of a tour operator ensures transparency and a balance between social, environmental, and financial objectives. Such sensitivity regarding the triple bottom line will contribute towards safeguarding the company against negative publicity and help maintain the tourism product it relies on (Frey & George, 2010).

According to Garay & Font (2012), economic and competitiveness reasons explain a considerable part of why tour operators engage in CSR, especially when it comes to cost-

reduction and image differentiation. Rodríguez & Armas (2007) found a positive relationship between CSR and return on assets, and it was also concluded that CSR adds value to share-prices (Garay & Font, 2012). Engaging in CSR does not only costs money and resources; it also brings back financial benefits. Image differentiation is a very important aspect in South Africa, as there are hundreds of tour operators actively operating, and CSR makes it possible to differentiate from competitors by promoting a sustainable image. Legitimization is also considered to explain a substantial part of why tour operators engage in CSR, as it is a way of promoting the company positively towards stakeholders (Garay & Font, 2012).

2.1.4 Motivations for Corporate Social Responsibility

In a highly competitive environment where product and price similarly reigns, purchasing decisions are often made based on brand reputation, recognition, and emotional connection (Frey & George, 2010). Companies driven by competitiveness reasons will focus on their shareholders and investors, those driven by legitimization respond to a wider range of stakeholder that engage with the company, while those with altruistic reasons respond to local and global societal concerns (Garay & Font, 2012). The latter are companies that are unselfishly concerned for and devoted to the welfare of others, and they will implement CSR from their beliefs for a greener tourism industry (Garay & Font, 2012).

Engaging in CSR is considered a means to attract and to connect with the group of tourists who are seeking for tour operators that are taking their responsibility for a more sustainable tourism industry (Frey & George, 2010; Garay & Font, 2012). Limited government capacity has also been identified as a potential driver for engaging in CSR in South Africa, since businesses take on development and regulatory responsibilities because the state is not yet fulfilling them (Hamman et al., 2005). The South African government has been active in promoting and supporting sustainable tourism development locally, but nothing concrete and tangible has rolled out thus far (Hamman et al., 2005).

2.2 Certification of sustainable tour operators

Certification is broadly defined as a voluntary procedure 'that assesses, audits, and gives written assurance that a facility, product, process, or service meets specific standards' (Mahony, 2007, p. 394; Bien, 2007, p. 7). Environmental aspects have been the main priority of official certification schemes since the early 1980's, and only later were social and community issues added (Dodds & Joppe, 2005). Dodds & Joppe (2005, p.16) describe certification as 'the process of assuring consumers and industry that the company being assessed has met a set of minimum standards'. The main purpose of certification is to achieve standards of performance, which meet or exceed baseline sustainability standards. Such a process starts with a body that sets credible certification standards (Dodds & Joppe, 2005).

As with public-sector legislation, such standards can range from vague, brief statements, to detailed and practical sets of introductions, supported by organisations that have adequate resources and support to ensure they can influence real-world outcomes (Buckley & Pegas, 2013). The ideal sustainability scheme requires a set of criteria for *better environmental and social performance*, which goes beyond what is required by national and regional law, and

which is achievable by a significant proportion of the target group to provide a *better choice* to the consumer (The Visit Initiative, 2004).

2.2.1 Credible certification systems

Social and environmental labels and awards fall within the broader category of voluntary corporate responsibility reporting (Buckley, 2012), and the main aim of certification is to foster responsible environmental, social, and cultural behaviour, and provide a quality product to consumers (Dodds & Joppe, 2005). To be considered reliable, certification programs need to have a third-party audit, and effective assessment, as well as clearly defined accreditation criteria (Dodds & Joppe, 2005). It usually also awards a marketable logo to those that meet or exceed these baseline standards (Mahony, 2007; Bien, 2007). Toth (2002), has identified essential elements of a credible certification system, which include adequate, appropriate standards, trained and qualified assessors, transparency, defined procedures, recognition by relevant agencies and customers, appeals mechanisms, and acceptance in the marketplace for marketing and promotion purposes.

2.2.2 Issues around certification

Certification programs that aim to improve companies' environmental, social, and economic performance face substantial challenges (Blackman & Rivera, 2011). In order to make an impact, they must set sufficiently strict standards and ensure that monitoring and enforcement are severe enough to exclude poorly performing businesses, and thereby they must attract a considerable number of applicants to grow in recognition and appearance (Blackman & Rivera, 2011). There are, however, over 100 eco-certification programmes (Buckley, 2012), which results in a critical mass with too few certified products, too many certification programs and industry awards that lead to confusion, lack of awareness by the industry and consumers, lack of credibility, lack of proven marketing benefits, and a low consumer demand (Font, 2003). Overall, certification within the tourism industry has been difficult to achieve because tourism is multifaceted and includes a mix of services and products (Dodds & Joppe, 2005).

As CSR calls for consistent sets of policies, practices, and programmes that steer business operations (Dodds & Joppe, 2005), certification programs have proven to be useful in supporting tour operators towards implementing sustainable practices (Mahony, 2007; Bien, 2007). However, certification schemes have not enabled SME's greater access to market opportunities (Dodds & Joppe, 2005), mainly because individual tourists are concerned more about environmental quality at tourist destinations than certified environmental performances of tourism enterprises (Buckley, 2012). Thereby, it is very costly to join, and so far the schemes have not delivered on promised marketing benefits and consumer awareness (Dodds & Joppe, 2005). Sustainability guidelines within the industry are becoming more common and powerful, however, implementation and evaluation is still weak and needs sincere improvement in order to provide impact for the tourism industry (Dodds & Joppe, 2005).

2.2.3 Obstacles Certification

In addition to the challenges certification schemes struggle with, the tour operators themselves also experience certain obstacles. The Visit Initiative (2004) argued that tour operators perceive a lack of clarity and transparency within sustainable tourism certification

schemes. Tour operators feel that there are too many labels, which are difficult to compare, and it is unclear which label is worth engaging in (The Visit Initiative, 2004; Graci & Dodds, 2014; Dodds & Joppe, 2005; Font, 2003). According to The Visit Initiative, tour operators also lack capacity in order to invest in *greening* their tourism product (2004). Moreover, tour operators often do not know where to find reliable green initiatives as they perceive a lack of information and overviews (The Visit Initiative, 2004; European Ecotourism Network, 2013; Font, 2003), and they are also unaware to what extent these certification schemes actually improve the environment (Mahony, 2007). Thereby, there is a lack of unified brand, as too many programs compete against each other and duplicate efforts, yet vary in their criteria (Font, 2003), which is confusing for both the tour operators as the consumers. This directly influences the low consumer demand for certified products, and thereby also reduces the possibility of enabling tour operators market opportunities, and limits the marketing benefits (Font, 2003).

2.2.4 Benefits Certification

Besides these disadvantages and challenges, there are also advantages connected to certification. CSR initiatives have been proven extremely effective in generating real benefits for environmental protection and sustainable development (Font & Buckley, 2001), as it helps to promote sustainably produced and traded tourism products (Mahony, 2007). Additionally, various forms of environmental certification and sustainability reporting are promoted by many industry sectors as a key component for sustainable tourism development (Buckley, 2012). Certification in the international tourism industry is playing an increasing role in regulating and monitoring companies (Mahony, 2007). Currently, the majority of certification schemes relate to environmental accreditation, and they have developed themselves to specifically address the social and developmental aspects of tourism (Mahony, 2007). The certification of these standards will help enterprises to meet transformation objectives.

In this context, certification can be used as a powerful marketing incentive to attract tourists, and for tourists to select specific tourism products from a range of product offerings (Mahony, 2007; European Ecotourism Network, 2013). Certification also provides the tour operator with an independent guarantee of its environmental performance, and it guarantees that on the long-term the tourism product offered remains attractive, such as a clean environment, which is of high value to a growing group of tourists (The Visit Initiative, 2004). This gives consumers and the industry the ability to distinguish sustainable tourism from green washing (Dodds & Joppe, 2005). Additionally, it pays to go green. From a financial standpoint, third party validation on sustainability can result in increased customer satisfaction, strengthened brand value, enhanced publicity, marketing opportunities, and can also reduce costs of fossil fuels, water, and electricity (The Visit Initiative, 2004; European Ecotourism Network, 2013; Graci & Dodds, 2014; Bien, 2007).

Thereby, certification makes sustainable products more visible to clients, and promotes higher quality services in the tourism market (European Ecotourism Network, 2013; Toth, 2002). Good performance and a high-quality sustainable tourism product also support tour operators to reduce risks and conflicts with governments, local communities, and improve its status as a respected partner in a destination (The Visit Initiative, 2004). Certification helps businesses to improve themselves, as going through a certification process is

educational (Graci & Dodds, 2014). Many certified businesses have stated that one of the greatest benefits of the certification process was being taught the elements of sustainability in their operation and have their attention focussed on the changes they needed to make in their business (Graci & Dodds, 2014).

2.2.5 Certification in South Africa

Sustainable tourism seeks to maximise the positive and minimise the negative impacts of tourism. In South Africa, the concept of sustainable tourism is firmly embedded in the Tourism White Paper (Mahony, 2007), but debates about tourism certification are still in its beginning stages. The South African government sees certification as a useful tool for country marketing, and for promoting responsible and sustainable tourism development (Mahony, 2007). South Africa has its own National Minimum Standards for Responsible Tourism (NMSRT), referred to as SANS1162, developed by the National Department of Tourism (NDT) (Tourism Department Republic of South Africa, 2017). These standards have been developed but not yet actively deployed, and there is no auditor or review system. According to Hamman et al., (2005) the National Department of Tourism failed to roll out these standards due to a *failure of governance* in the ability of authorities to enforce existing regulations, that have created an institutional void within which voluntary environmental initiatives have emerged.

2.2.6 Fair Trade Tourism South Africa

One of these initiatives is Fair Trade Tourism South Africa (FTTSA), a local non-profit initiative that has developed a set of socioeconomic standards against which tourism products can be assessed and certified for Fair Trade practices. FTSSA is the largest, and best-known certification scheme in South Africa. Gender equality, employee benefit, the protection of vulnerable groups and community support and empowerment are priority areas (Spenceley & Goodwin, 2007). FTTSA was initiated as an independent initiative of the IUCN (International Union for Conservation and Natural Resources), which aims to foster equitable and sustainable growth and development by promoting the concept of fair trade in tourism, and marketing fair and responsible tourism businesses through a fair trade in the tourism industry (Mahony, 2007).

2.2.7 Travelife for Tour Operators

Travelife for Tour Operators is also actively operating in South Africa. Not as a local initiative, but as an International certification scheme. The organisation is located in The Netherlands, and is owned by the Association of British Travel Agents (ABTA), and co-funded by the Eco-innovation initiative of the European Union (Travelife, 2017; CBI, 2014; Graci & Dodds, 2014). Travelife for tour operators is a leading training, management, and certification initiative for travel companies committed to reach sustainability. The goal is to support travel companies towards a higher sustainability level based on the global sustainability standard, which complies with ISO 14001 and the Global Tourism Criteria (CSTC) (Travelife, 2017). Travelife provides online and local trainings and tools, and considers office operations, product development, and sustainable relations with suppliers, customer relations, and sustainable destinations as the key operating practices (Travelife, 2017; CBI, 2014).

2.2.8 The Lilizela Awards

In addition to certification schemes, there are also several organisations in South Africa that award tour operators, hotels, and other tourism organisations with a sustainability award (Mahony, 2007). The Lilizela Awards recognise and reward businesses from the tourism industry that work passionately and with pride to deliver a world-class sustainable product, and whose delivery grows South Africa's global destination competitiveness (Lilizela, 2017). According to Lilizela, they provide the opportunity to celebrate excellence, creativity, and innovation (Lilizela, 2017).

2.2.9 The African Responsible Tourism Awards

The African Responsible Tourism Awards is in association with the World Responsible Tourism Awards, and honours heroes of responsible tourism in Africa (Responsible Travel, 2017). They state that with its unique natural and cultural landscapes, Africa offers many opportunities for responsible tourism, and that tourism organisations are already growing that preserves, respects, and benefits African destinations and African people (Responsible Travel, 2017). The awards from the African Responsible Tourism Awards aim to inspire change in the African tourism industry (Responsible Travel, 2017).

These two awards are most recognised within the South African tourism industry, and honour South African businesses that implement sustainable environmental, social, and economic programmes, and enable these businesses to demonstrate their commitment to responsible tourism (Mahony, 2007). They have national and international recognition to establishments, and raise their profile both in South Africa and around the world (Lilizela, 2017; Responsible Travel, 2017; Mahony, 2007). Award organisations can serve as an alternative when tour operators do not want to engage in certification schemes (Mahony, 2007).

2.3 Corporate social responsibility as a social practice

Analysing corporate social responsibility and understanding the influences it has on a business is difficult and complex. The skills, capacities, competences, and values involved in CSR can be observed, measured, and monitored (Lamers, van der Duim & Spaargaren, 2017), but they cannot be analysed and accurately understood without considering the social practices they are connected to. Studying the dynamics of tourism practices implies 'taking a comparative and historical perspective dive into the trajectory of specific practices and their changing embeddedness in wider practice-arrangement bundles' (Lamers, van der Duim & Spaargaren, 2017, p. 62).

Tour operating can be seen as such a practice-arrangement bundle, as it exists of several other practices that are required to function as a tour operator. There are different elements involved in the practice of tour operating that are essential for a high efficient business operation. The practices of internal management, product development, sales, marketing, purchasing, and operations are bundled, and together they form the framework for the practice-arrangement bundle of tour operating. These elements are connected to each other and are high influencers of the company's general operations; they are the drivers of the company.

2.3.1 Relevance

Practice theory is particularly relevant when obtaining in-depth understanding of tourism practices that represent societal innovations that could potentially lead to more effective or sustainable outcomes (Lamers, van der Duim & Spaargaren, 2017). It can identify the connected practitioners, the tools that have been implemented, and the extent to which CSR became integrated and embedded in the tour operating practices (Schatzki, 2002; Giddens, 1984).

2.3.2 Zooming in and zooming out

Nicolini (2009) argues that theorizing practice requires a double movement of zooming in and zooming out, and that different angles from observation and interpretation are desired. Zooming in on CSR practices automatically involves an initial focus on ordinary CSR activities (Lamers, van der Duim & Spaargaren, 2017), as the key concept is to focus on the details of the accomplishment of the tour operators (Nicolini, 2009). 'For understanding and re-presenting practice, we first need to *zoom in* by selectively introducing conceptual tools and perspectives that can give a detailed study of its discursive and material accomplishment' (Nicolini, 2009, p. 1392). Thereby, when zooming in, other aspects are pushed into the background.

Zooming out is also fundamental for gaining an in-depth understanding of practice, as it provides a focus on how and to what extent CSR has become part of the tour operating practice (Nicolini, 2009; Lamers, van der Duim & Spaargaren, 2007). This visualizes the connection between the here-and-now of the situated practising, and the elsewhere-and-then of other practices (Nicolini, 2009). Zooming out of a practice reveals that mediators, which include documents, policies, forms of categorisation, and rules, do not only support the association between practices; they also move around, acting as generalizers and localizers. 'By zooming out and trailing effects through these mediators, we can foreground and document how practices extend beyond the scope' (Nicolini, 2009, p. 1411), and identify ways how CSR is integrated as a social practice in the tourism industry.

2.3.3 Practice arrangement bundles

Practice-arrangement bundles help unpack the complexity of tourism practices and identify innovative ways of governing sustainable tourism development (Lamers, van der Duim & Spaargaren, 2017). By focusing on connections between different practices and its elements, it enables to identify potential interventions for steering towards sustainable outcomes by studying the forms of cross referencing and interdependent know-how's through which practices shape each other, and to what extent (Shove, Pantzar & Watson, 2012).

When unpacking the practice-arrangement bundle of tour operating, it becomes visible how CSR is embedded as a social practice in the business operations of tour operators, to what extent these practices are influenced by CSR, and how it provides insight on the obstacles perceived by the tour operators that retain companies from engaging in CSR. Obstacles and South African challenges such as unemployment, poverty, inequality, distrust, lack of awareness (Hamman et al., 2005), financial resources (Sandve et al., 2014), and high pressures to minimise, manage, monitor, and compensate impacts (Buckley & Pegas, 2013; Frey & George, 2010) are perceived, but there is no clear insight on how this influences the

embeddedness of CSR in tour operators business practices. Practice theory can provide deeper insight and shed light on the practice by using different perspectives and viewpoints.

2.3.4 Practice Theory by Shove, Pantzar & Watson

The conceptual framework of Shove, Pantzar & Watson (2012) provides a clear perceptive approach for understanding and identifying social practices, by combining the three main elements meaning, competences, and materials.

In relation to CSR, *meanings* are ideas and symbolic meanings behind CSR, and the way tour operators perceive CSR. For example, CSR is perceived as a marketing tool and a business commitment, but also entails responsibility for the local communities and environment that are impacted. It is considered as 'the right thing to do', as a green wash practice, and as a tool that provides a positive company image, and develops the sustainable tourism industry.

The *competences* are techniques and skills needed to practice CSR, for example to know what aspects of sustainability are important, the possibilities, and which materials are needed. It also involves techniques to implement sustainability in the different practices both within the practice-arrangement bundle, and to keep developing these skills and techniques.

The *materials* are tools and technologies that make the tour operator more sustainable such as using sustainable solar energy, harvesting rainwater, and recycling waste. It also includes using sustainable policies, and ethical codes of conduct. These materials of CSR are entities that improve the sustainability of tour operating. The durability of practices derives from the tools and instruments that mediate it (Nicolini, 2009).

Every practice consists of meanings, competences, and materials, and these three relevant elements need to co-exist if practices are to extend or endure (Shove, Pantzar & Watson, 2012). Practices are perpetuated and made durable by people who come to share similar skills, practical concepts, and ways of making themselves accountable (Nicolini, 2009). The people involved in these partnerships and networks, attracted and recruited by the practice of CSR, are considered practitioners. These practitioners provide the elements for change.

CSR has meanings, competences, and materials, and it is through recurrent enactments that a separate and recognisable cooperation of these elements is established over time, whereby the concept of CSR is recognised as a social practice, carried out by multiple practitioners. In this process, social practices become indefinable as entities, which are embedded in broader relationships or bundles of practices. Thereby, all practices imply some level of durability, and in this sense they carry traces, no matter how weak, of institutionalisation (Nicolini, 2009).

2.3.5 Development of practices

The market is an unpredictable, uncontrollable, and yet demanding entity, always requiring re-arrangements of co-requisite sets of bundles of practices (Shove, Pantzar & Watson, 2012), and it is therefore important that tour operators evolve with this change and implement it actively. CSR should start at the heart of the organisation in order to influence the practices within the practice-arrangement bundle of tour operating, before tour operating can become fully sustainable.

Warde (2005, p. 140) stated that 'the principal implication of a theory of practice is that the sources of change behaviour lie in the development of practices themselves'. This indicates that the practice of CSR can only change and improve if the composition of the fundamental elements meaning, competences, and materials change. This change process of institutionalisation can be caused by interactions of CSR practitioners who together shape the best ratio of the three elements based on CSR rules, values, beliefs, and norms.

When CSR is fully institutionalised, it can become a so-called dominant practice in the tourism industry. Shove, Pantzar & Watson (2012, p. 135) describe these dominant practices as 'complexes of practice that orient the ways in which people spend their time and the priorities around which their lives are organised.' These projects become dominant and continue to be so, as they are enacted at multiple levels at once, being reproduced daily through institutions and people's lives (Shove, Pantzar & Watson, 2012). In order to develop a sustainable tourism industry, it is desirable that CSR becomes a dominant practice that all tour operators will fully embed.

2.3.6 Interactive networks
Social practice builds on the idea that change also occurs through different networks in which practitioners participate in an interactive manner (Shove, Pantzar & Watson, 2012). These networks are used to re-specify elements that constitute the practice of CSR within the business operations of tour operators (Nicolini, 2009).

Certification schemes are a great example of such a network, as it provides a reflexive process of social learning and network building to adapt and reflexively monitor emergent bundles and complexes of practice, as they develop. Certification helps tour operators to improve themselves, by teaching them skills and competences about sustainability and focus their attention on the changes they need to make (Graci & Dodds, 2014). Tour operators are seen as the main influencers due to their first-hand knowledge, but they need support and guidance to adapt CSR and to integrate the concept in their practices.

2.3.7 Practitioners in sustainable tourism
CSR brings new meanings, skills, materials, and also rules into an organisation, which influences the practice-arrangement bundle of tour operating. Employees who are implementing CSR in their organisation are considered practitioners, as they are in a position to contribute to sustainable tourism development (Friedman & Miles, 2002), and they can influence the range of elements in circulation, the ways in which practices relate to each other, the careers and trajectories of practices and its practitioners, and the circuits of reproduction (Shove, Pantzar & Watson, 2012). If CSR is fully integrated, everyone in the company is a CSR practitioner. Tour operators are struggling with the ever-changing concept of CSR because the meanings, skills, materials, and rules keep changing constantly. In order for them to adopt CSR as a dominant practice, they will need more support and guidance from networks (Lindgreen & Swaen, 2010).

2.3.8 Utility of Practice Theory
Understanding the influences and impact of CSR and determining its level of embeddedness in business practices of tour operators is difficult and complex., and practice theory is

particularly relevant when obtaining in-depth information. By means of the theory by Shove, Pantzar & Watson (2012), the understanding of CSR in tourism among South African tour operators can be identified, together with the level of embeddedness, and the main obstacles that are perceived.

Practice theory shows tour operating as a practice-arrangement bundle. When unpacking this bundle by zooming in on CSR, and by zooming out to see CSR in the full context of tour operating, it becomes visible how CSR as a social practice is embedded in business operations of tour operators. Practice theory provides deeper insight and sheds light on CSR as a social practice and its institutionalisation by using different perspectives and viewpoints.

Certification is a tool that can contribute to the institutionalisation of CSR, as certification schemes provide reflexive processes of social leaning and network building. Thereby, they also set the bar in terms of basic CSR standards where tour operators have to comply with. By diving in the practice-arrangement bundle of tour operating, the exact role and influence of certification on CSR and sustainable tour operating will be discovered.

3. Methodology

This research uses both qualitative and quantitative methods to gain insight to what extent CSR as a social practice is institutionalised, how CSR influences business operations of tour operators in South Africa, and to what extent CSR is embedded in these organisations. Studying the social practice of CSR with multiple research perspectives enables to identify and explain the phenomena to a deeper extent. During the data collection, the three core elements of the practice theory (meaning, competences, and materials) were used to provide guidance to the research. These elements are useful in determining obstacles and challenges, but also in discovering ways to develop CSR towards a dominant practice within tour operating.

3.1 Data collection

3.1.1 Qualitative data collection
To be able to find answers to the research questions of this study, the main focus was upon collecting primary data of direct involved sustainable South African tour operators by means of interviews. Furthermore, the study consulted literature regarding CSR and sustainability certification as secondary data.

Qualitative methods allow for revealing rich details of practices and the ways they are linked. This conceptual tool used for *zooming in* on the practice creates a primary focus on the CSR activities of the sustainable tour operators, and is used to identify and visualise specific perspectives (Nicolini, 2009). Zooming in provides a specific focus on the meaning of CSR, and by using qualitative methods; first-hand input from practitioners is available. The process of *zooming in* pushes other aspects such as the other practices of tour operating to the background, and gives a detailed analysis of CSR embeddedness of the interviewed tour operators.

3.1.1.1 Respondents
Qualitative data was derived from different groups to gather an extensive collection of information that enables to look at CSR from different angles, and to detect links to other practices and elements. For the qualitative data collection, 15 sustainable tour operators were interviewed. This diverse representation within the group of tour operators provided the essential insight due to their direct involvement in CSR and their first-hand opinions on how CSR influences their business practices. Non-probability, purposive based sampling was applied here (Brotherthon, 2008), as they were specifically selected based on their sustainability and CSR characteristics.

The interviewees within the companies were selected based on their job responsibilities and background. All interviewees were either director, manager, or responsible for CSR in the company, and selected for their extensive knowledge, their ability to create an understanding of the level of CSR embeddedness, and to identify relevant and accurate motivations, obstacles, and benefits of their CSR practices.

Table 1: overview interviews

Company name	Position interviewee	Date	Length of interview
AAA Travel	CSR manager	31st March 2017	01:01:44
Awol Travel	Marketing manager	04th April 2017	37:54
Coffee Bean Routes	Owner	05th April 2017	01:01:53
Absolut Tours	CSR manager	10th April 2017	42:09
Fairfield Tours	CSR manager	10th April 2017	49:56
Divine Tours	Owners	10th April 2017	55:13
Flamingo Tours	Owner	11th April 2017	46:42
P&G Tops Travel	Owner	12th April 2017	42:30
ATC Travel	CSR Manager	12th April 2017	01:08:30
Xtreme Safaris	Owners	13th April 2017	48:21
African Insight	Owner	13th April 2017	52:23
Drifters Adventures	Marketing manager	21st April 2017	55:58
Jenman African Safaris	Director & CSR manager	24th April 2017	43:52
Springbok Atlas	Director & CFO & sales manager	24th April 2017	48:48
Abang Africa Travel	Director	28th April 2017	59:37

3.1.1.2 Interview structure

This study made use of a semi-structured interview guide to gather specific data required for this research, as there was a need for in-depth exploration (Brotherthon, 2008). The degree of flexibility needed in the data collection, was provided by semi-structured interviews due to the possibility to have a conversation based on pre-designed research questions, while being able to flow around these in a more iterative and interactive matter (Brotherthon, 2008).

The item list [annex 1] developed for the interviews aimed to retrieve in-depth personal and professional information on their meaning of CSR, the competences they need and use in order to practice CSR, and the materials involved. The interview list was divided into five main categories with the focus on the company profile, meaning of CSR, competences and materials of CSR, obstacles of CSR, and certification. By following the framework of practice theory by Shove, Pantzar & Watson (2012), the interviews are suitable for linking the analysis of the interviews with the theory and literature research.

In order to create a higher reliability, all interviewees received their transcripts and were asked to check their responses to ensure that their interview was transcribed correctly.

3.1.2 Quantitative data collection

In order to create a broader image of CSR embeddedness in South African tour operators' business practices, a survey was developed to retrieve additional insights of these tour operators. This conceptual tool used for *zooming out* of practice visualises the connection between other practices (Nicolini, 2009), such as the other practices within tour operating. By *zooming out* of practice, a broader image will be visualised, enabling to identify how CSR is embedded in the tourism operations and how CSR influences the other practices in the

tourism practice-arrangement bundle. The main purpose of this survey was to derive general data about CSR from a large group of South African tour operators.

3.1.2.1 Respondents
The survey was developed online, and sent out to all South African tour operators found online. Due to the low number of survey respondents and the unknown size of the full population of tour operators in South Africa, there is no well-defined representative group. This makes it more difficult to make generalising statements, however the derived data does provide basic insights in the CSR practices of South African tour operators and can be used to support the qualitative data analysis.

3.1.2.2 Survey structure
The survey [annex 2] contains a combination of open questions, multiple-choice, and likert-scale based questions to ensure a concise and reliable survey that is also attractive for tour operators to complete. The combination of the questions set-up is a very applicable method to study the phenomena of CSR embeddedness, and to analyse the data (Brotherton, 2008). The survey consisted of five main categories, which are explained below.

1. Company profile
This category was used to determine the type, the size, and age of the company. The scales used to measure the number of employees and the number of yearly tourists has been copied from the registration form of Travelife for Tour Operators and Green Destinations. These scale numbers that distinguish the number of employees and the number of yearly tourists have been proven to be the accurate, and are considered appropriate and useful by both Travelife for Tour Operators as Green Destinations.

2. Corporate Social Responsibility
This category focused upon the understanding of Corporate Social Responsibility and studies the motivation of companies to engage in Corporate Social Responsibility practices. The data used has been derived from literature used in the theoretical framework, such as CSR definitions (Garay & Font, 2012; Frey & George, 2012), CSR standards (Hamman et al., 2005; Spenceley & Goodwin, 2007), growing expectations (Buckley & Pegas, 2013; Frey & George, 2012), benefits (Frey & George, 2012; Garay & Font, 2012; Rodríguez & Armas, 2007), and motivations (Frey & George, 2010; Garay & Font, 2012; Hamman et al., 2005).

3. Embeddedness of Corporate Social Responsibility
This category focused upon the extent to which tour operators have integrated and adapted corporate social responsibility practices in their organisation. The data used has been derived from literature used in the theoretical framework (Buckley & Pegas, 2013; Hamman et al., 2005), and is based on the minimum standards set by the Global Sustainable Tourism Council (GSTC) and International Standards Organisation (ISO) that are used by Fair Trade Tourism South Africa and Travelife for Tour Operators.

4. Obstacles Corporate Social Responsibility
This category focused upon how and which obstacles tour operators perceive when engaging in Corporate Social Responsibility practices. The data is based upon literature from in the theoretical framework (Grayson & Dodd, 2007; Arevalo & Aravind, 2011; Vasilenko &

Arbačiauskas, 2012; Doh & Tashman, 2014; MacGregor & Fontrodona, 2008), and based on personal experience as Travelife Account Manager for African countries.

5. Certification

This category focused upon certification schemes, if they are known among tour operators, and which benefits and obstacles they perceive. The data used is based on literature from the theoretical framework (Mahony, 2007; Bien, 2007; Dodds & Joppe, 2005; Buckley & Pegas, 2013; The Visit Initiative, 2004; Toth, 2002; Font, 2003; Blackman & Rivera, 2011), and on a small study among African sustainable tour operators present at the ITB in Berlin, where 50 sustainable African tour operators were asked about their main experienced benefits and obstacles.

3.2 Data analysis

3.2.1 Qualitative data analysis

The qualitative data retrieved in this study was analysed using content analysis. The purpose of this type of analysis was to derive meaning and make inferences from textual data. After the interviews were issued and turned into transcripts, they were hand coded with pre-determined keywords, whereof themes were developed afterwards. These themes were then described by means of the retrieved interview data, whereby the underlying meaning of the data were considered, to ensure that the context of the data was taken into account when inferences were made.

The qualitative data revealed three equal groups based on the number of employees. This size division of tour operators has been done more often in other studies where perspectives (Budeanu, 2005), sustainability reporting (Van Wijk & Persoon, 2006), and relationships (Erkuş-Öztürk & Eraydın, 2010) of these groups were compared. The data output haphazardly created these three groups, and this is not related to the selection of the 15 sustainable tour operators.

Each group contains five tour operators, whereby the first group employs between 2 and 6 people, the second group between 12 and 26, and the third group between 48 and 110. The data implied that there were relevant similarities and differences in CSR perception between these three groups, and these variables where therefore used for further analysis.

Shove, Pantzar, & Watson (2012) focus on three elements whereof practices exist: meaning, competences, and materials. In order to discover and analyse the similarities and differences between the three groups of tour operators, these three elements were described and explained, and dominant elements were highlighted. The groups where then compared with each other based on these three elements, and the resemblances and alterations were identified to gain insight in the diverging and generalising sustainable practices of small, medium, and large tour operators.

3.2.2 Quantitative data analysis

The quantitative data retrieved in this study was analysed by the statistical program SPSS. Straight from the online survey developed in Google Forms, the data was transferred into SPSS in a spreadsheet. Similarly, in the interviews the respondents from the survey (N=52) were categorised into three groups, based on size, established by the number of employees.

Even though the groups could not be categorised exactly the same as the interviews, the sizes are rather close.

The first group, representing the smallest tour operators (N=30) have between 1 and 10 employees. The second group, indicating the medium sized tour operators (N=15) have between 11 and 50 employees, while the third group represents the large tour operators (N=7) with over 51 employees. From the survey output, there was no other significant variable to analyse to detect relevant patterns, as the total number of respondents was only 52.

In order to analyse the data from the survey, cross tabulations were performed based on the three different groups of tour operators, to detect similarities and differences in their perception, meaning, and practices of CSR. Significance tests were conducted to ensure the relationships between these outcomes, and to show reliable and valid data.

3.3 Limitations

During this study, several constraints occurred that impacted and influenced the interpretation of the findings from this research. The acknowledgement of these limitations is seen as an opportunity to make suggestions for further research.

Firstly, the number of survey respondents was less than expected. The small number of respondents made it difficult to find significant relationships from the data, and hence the conclusions from the quantitative data are limited and include a coincidence level.

The output of the quantitative data contained three different groups, which were not equally represented. Only seven respondents represented the group of large tour operators, while thirty represented the small tour operators. These large differences in representation lead to inequality in the survey output. Further research would largely benefit from a higher response rate on the survey, to increase the validity of the output, and to be able to find significant relationships.

Secondly, during the data analysis it was discovered that the measure used to collect certain data regarding practice implementation and obstacles was not efficient. For a few questions, the survey asked respondents to *mark all that apply* from a list of options, but should have asked to *list the most important one*. In the current survey, the tour operators could apply all relevant practices, and the combinations of these practices are endless with 52 respondents. This resulted in too many different answers, which prevented SPSS to run tests based on company size.

Thirdly, due to time and limited access to tour operators in South Africa, no observations have taken place. This would have provided good insight into the accurate and real embeddedness of CSR in the business operations of tour operators. During the interviews, certain features of attribution and exaggeration came forward, which may have given a distorted image eventually. By collecting additional data by means of observations, a more extensive image would have represented the embeddedness of CSR in the business operations of tour operators, and would have detected the acts of better appearance.

4. Qualitative analysis

4.1 Company profile

4.1.1 Categorisation of interviewed tour operators

The 15 tour operators can be grouped into three different units based on their size, established by the number of employees. The companies considered as small tour operators have between 2 and 6 employees and include Flamingo Tours, Awol Tours, Xtreme Safaris, Divine Tours, and Coffee Beans Routes. The medium sized tour operators have their number of employees ranging between 12 and 26 and involve Drifters Adventures, Abang Africa Travel, P&G Tops, Absolut Tours, and African Insight. Lastly, the large tour operators are companies who employ between 48 and 110 staff members and include ATC, Jenman African Safaris, Springbok Atlas, Fairfield Tours, and AAA Travel.

4.1.2 Business structure

During the interviews, the tour operators introduced the business structures in which they operate. They described the different departments in their company and explained how they incorporate CSR. From the 15 descriptions, three general business structures were identified, which differ in the ways in which the company incorporated and practice CSR in its business operations. Figure 2 shows the visualisation of the business structures from the tour operators, categorised in the three groups.
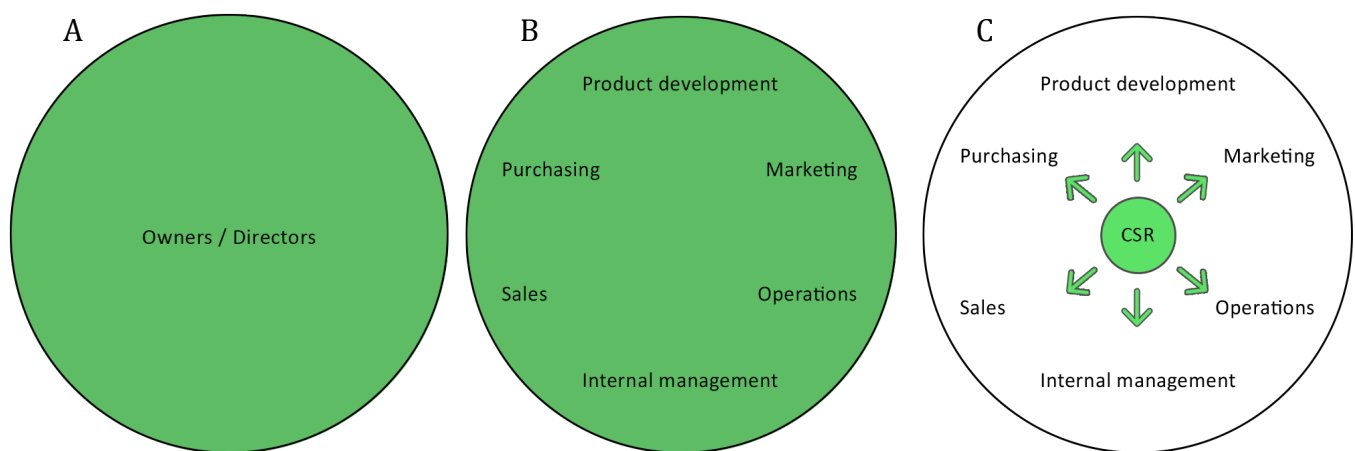
Figure 2: business structures

4.1.2.1 Corporate social responsibility throughout company

The companies with business structure A [Figure 2] are all small tour operators that employ between 2 and six people. They do not make any distinctions between departments, and work with a flat hierarchy. They have fully incorporated CSR in their decision-making and development process and breathe CSR. '*We are practicing sustainable tourism all the time, in everything we do* (Interview Divine Tours)*. For these companies, CSR comes from their DNA and is integrated in every single level. '*It is in our relationships with our suppliers, the way we work with travel agents, how we engage with communities, it is in our policies and it is all part of our system'* (Interview Coffee Beans Routes).

Tour operators with this business structure are Coffee Beans Routes, Divine Tours, Xtreme Safaris, and Flamingo Tours.

4.1.2.2 Corporate Social Responsibility in all departments

The companies with business structure B [Figure 2] are mostly medium sized tour operators that employ between 12 and 26 people. These companies have more than 4 different departments, and have CSR embedded in all departments. '*It is just how the company operates, and we cannot do it another way*' (Interview Awol Tours). They work in a semi-flat hierarchy, and have all their employees involved in the CSR practices. '*There is not really someone who is more involved. On different levels, they have the same responsibility, otherwise it cannot work*' (Interview Abang Africa Travel).

Tour operators with this business structure are Fairfield Tours, Drifters Adventures, Abang, African Insight, and Awol Tours.

4.2.2.3 Corporate Social Responsibility from one department

The companies with business structure C [Figure 2] are mostly large tour operators that employ between 48 and 110 people. These companies also have more than 4 different departments, but one of these departments is specifically focused on CSR. This department controls all CSR practices and instructs and influences other departments to engage in certain CSR practices. '*Sustainability is there, and it is managed accordingly by our CSR department in places where it is needed* (Interview ATC)*'.* They have a high hierarchal level, and relatively small number of employees that is involved in the CSR practices. '*The departments that are more aware of what is going on regarding sustainability are the people in sales and operations* (Interview AAA Travel).

Tour operators with this business structure are P&G Tops, Absolut Tours, Springbok Atlas, AAA Travel, Jenman African Safaris, and ATC.

4.2 Meaning

4.2.1 Summary of findings

When describing their definition of CSR and sustainability, all tour operators focus on sustaining the future, being more aware of the environment, providing a positive impact, and giving back. The small and medium sized tour operators have specialisations such as wildlife or environment conservation, and they have a high focus on social empowerment. The large tour operators attempt to cover both social as environmental issues while doing their business. Even though the tour operators have different viewpoints and practices, they all have the same global awareness goal.

The small and medium sized tour operators focus more on providing direct benefits such as educating local people to empower them, and by protecting the environment actively. The large tour operators, on the other hand, provide indirect benefits by creating awareness among tourists about social and environmental issues, and they try not to impact the

environment. The latter show that they have a clear business perspective, whereby they try to look at the environment and local communities to create a win-win situation. They describe it as a combined motivation in a socially acceptable environment. The small tour operators expressed that their interest in CSR arises from their personal mind-set and that they want to reinforce the awareness, as they believe that sustainability is the only way to do tourism.

All tour operators acknowledge that there is an uprising trend of tourists that want to travel sustainably. However, they do experience this differently. The small tour operators notice this trend by the rising interest of tourists on the subject, while large tour operators have developed and adapted their practices based on the new tourist needs.

The concept of social responsibility frequently came forward in the interviews with the small and medium sized tour operators and two different definitions were distinguished. Firstly, several tour operators felt that it is the job of tourism to improve livelihood of people working on tourism, or those affected by tourism, and that jobs can be created very hands on, and low skill. This is a direct and short-term option that shows direct results and lowers the unemployment rate significantly. However, several other tour operators felt that social responsibility is educating locals, and to create a foundation locals can use to create an income of their own. This solution is indirect and will contain a long-term process, but it will be the only way to truly empower the disadvantaged communities.

A small tour operator feels that CSR is a fraud and that large tour operators only see it as a marketing tool. Thereby, he argues that the current concept of CSR does not encourage tour operators to do business differently, and it does not encourage anyone to change power dynamics of disadvantaged communities. Nonetheless, several other small and medium sized tour operators who use the concept of CSR have the same practices and ideas but use different names for the concept. It all depends on how CSR is interpreted and practiced, whereby tour operators will still disagree even if they have the same goals.

4.2.2 Sustaining future
When describing their definition of sustainability and Corporate Social Responsibility, the tour operators talk about being more aware, giving back, providing a positive impact, and highlight that sustaining the future is key. They underline their motivation of practicing sustainability by saying that they want future tourists to experience exactly the same as tourists do now. Victoria Short, marketing manager from Springbok Atlas, says they focus on *'ensuring that things can continue, so we are not taking something that cannot be replaced'*. Pierce Synnott, CSR manager of Jenman African Safaris, says '*we want to be able to continue to give visitors the similar kind of Africa experience that we are giving them today, this is our business goal'*, and Sally Gordon, CSR manager of Fairfield Tours, combines the focus of the group by saying that '*sustainability is the ability to sell the country'*. Nonetheless, when leaving everything exactly the same in terms of preserving, means there will be no improvements taking place.

There are only three persons, who feel that sustainability is not only preserving the country, but to improve it. There is an enormous difference between sustaining Africa as the way it is now, and improving Africa by developing the country and the tourism industry. Sally Gordon, CSR manager of Fairfield Tours, says that for her sustainability is a matter of identifying scarce commodity, looking after what we have, preserving what we have, and then try to somehow increase what we have, without harming anything else around. Iain Harris, owner of Coffee Beans Routes, has devoted his company to making a change in the power dynamics of tourism. He says *'responsible tourism is all about interrogating the way things work, and to try to find ways to change them, and to make them more fair and better for the most vulnerable'*.

There are also differences in the focus of the tour operators. Both Xtreme Safaris and African Insight are extremely focused upon animal and environment conservation. Andrew Anderson, CEO of African Insight, points out that sustainability is *'for a wider quest of conservation, which ensures the existence of the animals, and the bands and tracks of living biodiversity'*, and Tania Botha, owner of Xtreme Safaris, adds that they play an active role in cultivating awareness that ensures the future for the conservation of wildlife.

The small and medium sized tour operators are focusing on social empowerment. Christiaan Steyn, marketing manager of Drifters Adventures, says they focus on leaving something for the generations to come. Silvia Rein, CSR manager of Absolut Tours, supports this statement by saying that *'it is a give and take. We bring tourists into this country, and we show them the beauty of South Africa, but we want this beauty to last, and we want to give something back to the communities'*.

It is interesting to see that these smaller companies have a specific motivation and interest, while the larger companies such as AAA travel, Jenman African Safaris, ATC, and Fairfield Tours are trying to cover both the social and environmental aspects, while taking care of their business. Henko Wentholt, manager from Abang Africa Travel stated that *'even from a pure business point, it is very strange that not more companies are practicing sustainability, because it is one of the few branches that is destroying its own future.'* Pierce Synnott, CSR manager of Jenman African Tours, declares that sustainability *'is being able to continue something over the long-term without degrading it, without destroying it, and to be able to sell it in the future'*.

An aspect that combines the definitions of the tour operators is their passion for South Africa, and their global awareness. Katja Quasdorf, CEO of Jenman African Safaris, says *'it is just one of the things you have to do, and you want to leave a legacy behind, you don't just want to go out there and exploit everything and then walk off'*. Ronell Smedley, owner of Divine Tours' explains this by *'we love South Africa, as the country and the people are beautiful, we need to sustain this'*. Jacques Botha, owner of Xtreme Safaris, agrees and says he focuses on educating people to make them aware and to conserve the country, *'This is our global awareness goal'*

4.2.3 Positive impact

All tour operators included the aspect of *providing a positive impact* in their answer when asked about their motivation for practicing sustainability. There are some differences in their answers in relation to a direct or indirect positive impact. There is no real generalisation possible regarding the size of the companies, but the small and medium sized tour operators, with the exception of large tour operator Jenman African Safaris, predominantly provide the direct benefits. Katja Quasdorf, CEO, states: *'sustainability is creating something that has a long-lasting effect, that works onwards, works sustainably and on its own, produces money, and integrates in the economy of the surrounding communities'.*

The smaller companies provided answers that relate to providing local people opportunities through their business. Ronell Smedley, owner of Divine Tours, focuses on teaching and educating local people so they can start working for themselves, as *'that is truly sustainable'*. Andrew Anderson, owner of African Insight, is focused on developing a biodiversity economy, which will only work when the communities around his business are employed, have a meaningful job, and have a legitimate income. Helen Baker, marketing manager of Awol Tours, acknowledges this by saying that sustainability must be *'beneficial to the environment, to the community, and to the guests. They must be supportive, and if it is not, it should not happen'.* Henko Wentholt, manager of Abang Africa Travel does this by letting local communities profit from a larger stake, through tourism and development, have more jobs created, and providing them with better way of living through tourism.

The larger tour operators provided answers that can be seen as indirect benefits as they mainly focus on not impacting the environment and creating awareness about the environment and local communities. Carol Martin, sales manager of ATC, says that *'creating awareness for the environment has a high focus within the company'*. Pam Taylor, CEO of Flamingo Tours, states that 'sustainability is *to make sure that whatever you do, does not impact other people and the environment'*, and CEO of Springbok Atlas, Glenn McKeag, clarifies that it is all about *'ethically and worldly processes, and that if we don't look after the earth, there won't be anything left for the generations behind us'.* Even though they are right, they are not improving the environment and the situation of the local communities, and the question is if they are indeed providing a positive (direct) impact with their sustainability practices.

4.2.4 Interest

When the tour operators were asked about their interest in sustainability, the smaller companies were very similar in their answers. Helen Baker, marketing manager of Awol Tours, says that sustainability is their hand out philosophy. *'It is the only way tourism can work, and it is also the only industry in South Africa that actually grows'.* For Andrew Anderson, owner of African Insight, it is not just about ticking boxes, but a life style. *'It is not just talking the talk, it is walking the talk'.* Thereby, Christiaan Steyn, marketing manager of Drifters Adventures, emphasizes that it is not just about hitting the triple bottom line and saying that if we destroy one place, we will find another. *'This needs to be the mind-set of everybody; this is sustainability, which is looking forward to the future and its generations'.*

The smaller tour operators show that their interest in sustainability arises from a personal mind-set. Owner of Divine Tours, Ronell Smedley, says '*sustainability is a consciousness, it is in everybody, if you are never going to place your awareness there, you will never be aware of it'*. They also have the interest of educating other people on their sustainability mind-set and to create more awareness. Andrew Anderson, owner of African Insight, explains that they try to create awareness around the issues that affect conservation in South Africa, and interface specifically with traditional communities and rural areas that are affected by game reserves and wildlife industry.

At Flamingo Tours, Pam Taylor feels that sustainability is the only way to do tourism, and that it has to start with education and training in order to make people aware. '*It is all about communication, being hands-on with the public, and ensuring that all employees are aware of sustainability'.* Ronell Smedley, owner of Divine Tours, adds that they reinforce awareness. '*We don't just tell people what to do, but we explain why, and share the consequences of what will happen when they don't'.*

The larger tour operators show that their interest in sustainability is composed differently. At Fairfield Tours their interest runs parallel to the interest of the smaller tour operators, as they want to practice sustainability to look after the communities, the environment, to make people aware of this, while running a good business. 'Being able to partner with likeminded industries is a point of departure for us', CSR manager Sally Gordon explains. Silvia Rein, CSR manager of Absolut Tours, acknowledges that they see it as a very powerful marketing tool, but adds that '*because we are actually doing something, it is a win-win situation for the company and the communities*'. At Springbok Atlas, the interest in sustainability comes from both a personal and business perspectives, as marketing manager Victoria Short states; '*we do it for ourselves, for the environment, and for the agents and guests because we are pressured by them. So it is a combined motivation, it is a socially acceptable environment'.*

4.2.5 Demand from market
Several other tour operators are also influenced by the demand from the market as tourists become more aware of sustainable tourism, and are actively demanding it. Sone Kuhn, CSR manager of AAA Travel, claims that key agents from overseas, who are Travelife Certified, are actively looking for their suppliers in different countries to be Travelife certified as well. Helen Baker, marketing manager of Awol Tours, feels that more and more tourists are looking for tourism '*that does not impact highly on the environment'.*

Christiaan Steyn, marketing manager of Drifters Adventures, agrees with this as he says '*for a lot of clients, sustainability is a big thing, a way of life back home. This is normally not something they bring on holiday, but they are really increasing it*'. He adds that the consciousness of clients has dramatically grown over the years, especially the clients from Europe, where these are every day discussion points. The clients help to develop sustainability here by trying to help evolve this process and try to do the good thing while on holiday.

Iain Harris, owner of Coffee Beans Routes also claims that *'there is no doubt, that over time, more and more travellers will be asking exclusively for products that show they are fair and responsible, and then the industry will respond'*. Tourism is a very responsive industry; it does not go out and actively make things happen, they will wait until people tell them to.

The other tour operators prove that the tourism industry is indeed a responsive industry, as they describe that they have adapted their business to this market. Sally Gordon, CSR manager of Fairfield Tours, says that *'we have developed extensively, because there has been a mind-shift from just selling leisure tourism, to tours that are more environmentally responsible, to tours that are also animal friendly'*. She explains that this is mainly due to the younger generations that are coming through who demand these changes. Silvia Rein, CSR manager of Absolut Tours, also states that they try to work closely with the tourists to see what they want, in order to '*look at it from different angles and retain the clients'*.

4.2.6 Social responsibility
A concept that comes forward in the answers of the smaller and medium sized tour operators is social responsibility. Manager of Abang Africa Travel, Henko Wentholt, sees this as the job of tourism to improve livelihood of people working in tourism or in areas where tourists go. The tourism industry is one of the very few industries that is actually creating jobs, and will always continue to create jobs, as people do not need to go to university to work in tourism. *'We can create tourism jobs very hands on, very low skill, without getting stuck in rules and regulations'* states Henko Wentholt. At Awol Tours they feel social responsibility is educating the locals. *'We focus on building meeting points for tourists in townships, and giving the locals the education and foundation set up, so the locals can create an income of their own. This is the only way the South African tourism industry can grow'*.

The difference in these two definitions lies in the understanding and insight of the capacity of the local communities. Creating low skill jobs is a direct solution for the disadvantaged communities, as it will provide income directly. Educating these groups can be seen as the indirect solution, as they are not guaranteed with suitable employment. Iain Harris, owner of Coffee Beans Routes, has found middle ground in this argument. *'Any responsible corporate citizen has the responsibility not just to hire people with experience, but to bring in people that probably lack experience, but that are willing to learn, and being up scaled in the industry. This helps the tourism industry to grow, and it also solves an unemployment problem, it has a good social corporate impact'.* He focuses on both educating and employing these disadvantaged communities. Thereby, he is also concentrated on making sure that the power dynamics within the tourism industry become far more equal, *'to have these people access other opportunities through the platform that Coffee Beans Routes created'*.

Carol Martin, CSR manager of large tour operator ATC, also talks about social responsibility but in contrast to the smaller tour operators, includes the tourists in this concept. They feel that sustainable tourism meets the needs of the traveller and host regions, while protecting and enhancing the opportunity for the future. *'That is our responsibility, and we always work*

alongside communities, and we encourage our clients to interact positively with our community projects'. Carol Martin talks about the responsibility of protecting and enhancing future opportunities, but does not mention anything about the upliftment and empowerment of the local communities. It seems that they have a high business focus of conserving the environmental and social situation, as Carol Martin states; *'it is visualized as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled, while maintaining cultural integrity, essential ecological processes, and biological diversity and life support systems'.*

4.2.7 Corporate Social Responsibility is a fraud
Iain Harris has created his company Coffee Beans Routes for the disadvantaged communities in South Africa. He has created his platform to help, educate, employ, and support these communities. In contrast to the other interviewed tour operators, his first intention was never to make high profits, as Iain Harris is very much focused on changing the power dynamics, and criticizes the way CSR and sustainability are used by other tour operators in the South African tourism industry.

Iain Harris feels that CSR is an add-on, which does not encourage people in business to do business differently. It allows the tour operators to tag a sustainability stamp on something that says 'we contribute a percentage of a ticket price to a good cause*. So rather than people building in CSR, they only see it as a marketing tool. *'So, in fact there is nothing responsible about it, it is actually irresponsible because it does not change anything'.* Iain continues by saying that he thinks it is a fraud as *'it is not beneficial on the long term if you donate 10% to a charity, while on the short term there are some financial benefits for the charities, but on the long term it is not a real benefit, because everyone is doing things in the same way'.*

So in terms of tourism, Iain Harris argues that CSR allows racism to exist in this industry, to continue without any changes, without any interrogations, and it allows the white businesses, those who hold the economic power in tourism, to continue what they do, and to say that they are doing good, while it is actually very destructive. *'This is a way of white tourism, but it is very difficult for people to empower, to rethink their relationships and their power dynamics'.* Iain clarifies this by saying; *'CSR says that places that have poor people, such as townships, must continue to be the beneficiaries of those who have more power, which in South Africa are the white people. So it perpetuates the power lines.'*

Iain Harris continues by saying that *'in reality, responsible tourism is about interrogating and changing these power dynamics. It is about interrogating how things work, and to try to find ways to change them, to make them more fair and better for the most vulnerable. Because for now, white people see poor people in townships that are beneficiaries of charity, who have no agency, who can only be in a power relationship where they are beneficiaries of someone's good will.'* He feels this is opposed of how it should be, as these people have a service they can provide, and where they can earn fair money. These people should not be beneficiaries of the white people; they should get the opportunity to learn, to work, and to create a better life for them.

Even though Iain Harris feels that every tour operator that uses the term CSR is a fraud, his sustainability practices do not deviate that much from Divine Tours, Xtreme Safaris, Awol Tours, and Abang Africa Travel. These smaller tour operators also concentrate on creating better living standards and growing opportunities for the disadvantaged communities. They do use the term CSR, as they feel that corporate social responsibility is a very important aspect of sustainability. There is not one tour operator that was interviewed that uses CSR as a fraud; there are simply some tour operators who do more than others. Silvia Rein, CSR manager of Absolut Tours, stated that '*of course it is also used as a marketing tool, but you will always have divided groups. They will still disagree even if they have the same goals'*.

4.3 Competences
4.3.1 Summary of the findings
All companies involve their employees actively, whereby the small tour operators have their employees personally involved due to their low employee numbers. The level of active involvement of the medium and large sized tour operators is slightly different as for half of them their employees are mainly aware, but not fully involved, and for the other half all employees are aware at all times whereby everyone is actively practicing sustainability.

All tour operators felt that knowledge and education is the most important skill in practicing sustainability. It is the skill of knowing what sustainability is, and the skills of transferring this knowledge on tourists, employees, and suppliers. The tour operators argue that they need the knowledge of sustainability to understand what is happening and to make a change. Thereby, the skill of communication was also addressed often. The tour operators argued that networking is extremely important in order to meet people with similar mind-sets and values. Additionally, the skill of internal communication was introduced by large tour operators who felt this is essential in order to keep everyone aware and updated of the sustainability practices at all times. Also, the skill of external communication with local communities was tackled by the small and medium sized tour operators, as they found it necessary for communicating clear objectives, and to meet community leaders to find out their needs and to build a trust relationship with them. Lastly, the skill of being aware of sustainability was introduced, as this is the only way to have all tour operators in the industry work with the same mind-set.

Regarding the level of implementation there is no possibility to distinguish between the groups of tour operators. The majority of the tour operators (10) have an integral level of implementation, which means that their organisation is drenched in sustainability practices. Three tour operators have a mediocre level of implementation, whereby they are implementing many sustainability practices, but are still struggling with some obstacles. Lastly, two tour operators have a low level of implementation as they are either in the beginning stage of implementing sustainability or are only implementing the bare minimum aspects of sustainability.

The integration of sustainability in tour operators' business operations varies. The most important actions and proceedings include firstly local benefits. Two ways to provide benefits to local communities have been identified, (1) donating money and (2) donating

manpower and time. Small tour operators are solely focused on donating manpower and time, while large tour operators mainly donate financial resources. The medium sized tour operators are in between as they are involved in both philanthropy and donating manpower and time.

Secondly, the employment of local people is an important practice. All tour operators employ local people in their business, and even though they are not all from disadvantaged communities, they are mainly from South Africa. The employment of local people stands in relation with the local benefits the companies provide. The tour operators that focus on sustainable development employ people from disadvantaged communities such as townships, while the larger tour operators employ South Africans with a full education.

Thirdly, the practice of selecting environmentally friendly suppliers is considered a significant CSR practice. Small tour operators personal involve themselves in selecting their suppliers, and they work with partners that are likeminded. From the medium and large sized tour operators, four do consciously not work with environmentally friendly suppliers, as they feel they select the supplier that fits best to the client enquiry. Several others work with a supplier checklist provided by certification schemes in order to assess suppliers on their sustainability level, and the majority works with their own selection process. The latter emphasized on the fact that it is difficult to only work with suppliers that are likeminded, and that they encourage their suppliers to be sustainable instead of requiring this.

Fourthly, all tour operators felt that it is extremely important to educate tourists about sustainability. Even though there is a growing customer demand, educating tourists will widespread this trend and increase the sustainability requests. The companies argued that they focus on ethical rules, cultural education, and sustainability practices while not pushing sustainability on the tourist as they feel it needs to come naturally and be fun for tourists.

Fifthly, most tour operators are sensitive for client demands as they will adapt their offer based on client requirements, both sustainable as non-sustainable. Several medium and large sized tour operators have stopped offering culturally and environmentally sensitive excursions because of client and agent demands. The practices of water saving, energy saving, and waste recycling are implemented by all tour operators. Water saving has a high priority due to the extreme drought in South Africa, and half of the tour operators have installed grey-water tanks and water saving toilets. Regarding recycling waste, some tour operators do this via private companies as it not available in Cape Town centre yet.

The tour operators have identified four relevant obstacles. Firstly, the tour operators felt that the lack of awareness of the concept of sustainability is too low, and that the mind-set from people also needs to change towards a specific sustainability focus. Secondly, they acknowledged the little demand for sustainability tours as an obstacle, as they remain too expensive for the mainstream tourists. Thirdly, money is considered an obstacle, as sustainability is a never-ending wheel, as it never ends. The tour operators have to keep crafting and work on sustainability practices constantly, and this process costs a lot of

money. Fourthly, half of the tour operators felt that time as a relevant obstacle, as they lack time to implement more implement practices or develop new projects.

4.3.2 Active Corporate Social Responsibility employees
Even though all tour operators stated that their employees are aware of the sustainability practices, the actual involvement of the staff members differs to a great extent. The small companies are owned by people with a passion for sustainability, and who have only a few additional staff members. In their answers, they clarified that all the employees are very active, as everything is being done together. Jacques Botha, owner of Xtreme Safaris stated; *'We are a small company because we want to be personally involved, that is very important to us'.* Helen Baker, marketing manager of Awol Tours, also explained that all six employees are involved. '*We built this company from sustainable roots, as soon as we have a new employee, they get really quickly a good idea of how we work'.*

In this aspect, there is no clear distinction between the medium and large sized tour operators. However, two groups can be identified based on their level of active involvement. The first group consists of ATC, Absolut Tours, Springbok Atlas, P&G Tops, Fairfield Tours and AAA Travel. Within these companies, the employees are mainly aware, but not fully involved. For the larger companies that have over 50 employees it can be a tougher challenge to include all employees in their sustainability practices. *'We try to make all employees aware, especially recycling is important to us'.* At ATC 10 out of 48 employees are active in sustainability, similar to the division of 10 out of 50 employees within AAA Travel. *'It takes a lot of time to organise all our projects and activities because we are working with communities, their local leaders, and the social aspects. This is their personal time; we can't do it during business hours'.* At Absolut Tours, there is only one person responsible for CSR and sustainability. *'I have just started doing this and it is a very busy company and a very slow process'.*

The second group, which consists of Abang Africa Travel, Drifters Adventures, African Insight, and Jenman African Safaris, stated that all employees are aware and involved at all times. *'The staff is encouraged to use resources responsibly, and conservatively. Sustainability is part of our DNA and I encourage my staff to not just do it in the public eye, but behind the scenes as well'.* Henko Wentholt, manager of Abang Africa Travel, stated '*there should not be any exception. Everyone is actively involved in our projects, and this is to remind them what we do'.* At Drifters Adventures '*it is really interwoven into the itineraries, it is our second nature, and it is not something we need to highlight to our employees, they know what to do'.* Katja Quasdorf, CEO of Jenman African Safaris, argued that sustainability is a company policy, a code of conduct, which is pushed through. '*We strive to be sustainable, to develop new goals, and every single person plays an active role*'. She adds '*For every decision that we make on a daily basis, we question if it is the most sustainable and eco-friendly decision that we can make'.*

4.3.3 Skills

4.3.3.1 Knowledge

The skill that came forward most in the interviews was knowledge, combined with training, as they are connected and intertwined. *'Understanding tourism, understanding public relations, politics, all that combined is needed to run a business sustainably. If you understand one practice, you will know how to deal with the next one. It is like a supply chain of knowledge'.* It is the skill of knowing what sustainability is, how to apply this within the company, and the skill of transferring this knowledge to tourists and others in the tourism industry. The companies emphasized that training others is essential, as the knowledge about sustainability needs to be spread. *'Training other people is a very important skill we need in order to grow awareness, to provide equal opportunities, and to let the sustainable tourism industry grow'.*

Katja Quasdorf, CEO of Jenman African Safaris, felt that it is very important *'to keep yourself and others educated, in order to know what is going on in the world. Knowledge is the only way to understand what is happening, and to make a change.'* Sally Gordon, CSR manager of Fairfield Tours, argued that *'without knowledge you are not powerful enough to know sustainability. We deem to have the right knowledge, to say the right things, and to act right regarding animals, the environment, and local communities'.* Helen Baker, marketing manager of Awol Tours, stated that *'we cannot solve everything that is going on in the townships, but we can assist in certain aspects, it is educating all right through'.* Carol Martin, sales manager of ATC, added that *'often what is in our heads, is not going to work for the local community. So therefore, research is really important, to evolve our knowledge, as it is a challenge to find out what exact knowledge is appropriate, especially because sustainability is a never-ending story'.*

4.3.3.2 Communication

Another skill that was mentioned regularly was communication. Within the skill of communication, there are several different focus aspects, of which three were identified in the interviews with the tour operators.

The skill of internal communication is one that is sometimes underestimated in importance. Sone Kuhn, CSR manager of AAA Travel, stated that communication is key within the company, as they want everyone aware at all times. *'Therefore, we put daily messages up on the TV screens, and we send reminders and advertisement around to make our staff even more aware of sustainability. We try to create a social environment as well, where people can openly discuss and improve the sustainability practices'.* At Drifters Adventures, they feel that everyone should be open-minded, to have their eyes and ears open, to see if what they are doing is sustainable or not. The latter argument is for both internal as external communication, as sustainability is equally practiced within and outside the company.

The skill of communicating with local communities is a specific one, but very much needed within the sustainable tourism industry in South Africa. *'It is really important to be able to communicate clearly what your objectives are, and to be able to identify the right people in the community'* Carol Martin, sales manager of ATC, says. *'To meet the community leaders,*

to find out what their needs are, and then work together with them, require strong communication skills'. According to Awol Tours, trust building is also a competence, which coincides to communication. *'We obviously have had to work hard with the communities we now work with, and that means trust building. We still work very hard to maintain these trust relationships'*

The tour operators emphasize that the skill of communicating in general with the focus on networking is also important. '*It starts with knowing people, public relations. Other people have different experiences, and communicating with these people who have the same mind-set is valuable* (Interview P&G Tops). *We focus on getting to know people so we can help each other build sustainability'*. Iain Harris, owner of Coffee Beans Routes, felt that the best approach to responsible tourism is to listen to each other. *'If you are not listening, you can't get anywhere'*. This is a skill that should not be undervalued, as listening is essential in decent communication. Another communication skill that is important is the skill to ask. *'It is not something a lot of people have, they assume the information is available, but we often need to ask in-depth questions to find out what a lodge's environmental assessment program is'* (Interview Fairfield Tours).

4.3.3.3 Awareness

Even though awareness is not seen as a practical skill, being aware of sustainability is considered one of the most important skills for employees in the tourism industry. *'This is the only way to have all your employees work with the same mind-set, and to come to the best possible result* (Interview Jenman African Safaris).*'* Errol Meyer, owner of Divine Tours, claims that *'knowledge and awareness is most important, you need awareness of sustainability to make it work, to see what is needed. This awareness comes from being up to date from the changes in the industry'*. Katja Quasdorf, CEO of Jenman African Safaris, feels that the most important competence that is needed is social and environmental awareness. *'We need people that care, who care about the environment, the planet we live on, the people we work with, and the communities we are in'*.

4.3.4 Level of implementation

The level of implementation of sustainability practices varies immensely between the different tour operators. The companies can be divided into three different groups, integral implementation, mediocre implementation, and little implementation. There is no distinction possible between the three groups regarding sizes. There are ten companies that have integral implementation, including small, medium, and large tour operators. The other two levels of implementation are only applicable to the remaining five companies, who are having different sizes.

4.3.4.1 Integral implementation

Within the first group, the organisation is drenched in sustainability practices, everything they do is sustainable, and every decision they make takes sustainability into account. At Coffee Beans Routes *'sustainability is integrated in every single level, in our relationships with suppliers, the way we work with travel agents, the way we work with our guests, it is in our policies, and we have been implementing sustainability in every single level of the*

business'. Ronell Smedley, owner of Divine Tours, feels they are hitting towards a 10, *'because we feel we are practicing sustainable tourism all the time, in everything we do. We are extremely aware of everything, and we want to do as much good as possible'.*

Sone Kuhn, CSR manager of AAA Travel, feels that sustainability should be for everyone. *'We have CSM to be the head of sustainability, that is where the decisions are made, but it is an overall company strategy'.* Helen Baker, marketing manager of Awol Tours said, *'It is not that conscious waking up, like I am going to be responsible today. It is just how the company works, and we are constantly self-improving'.* At Jenman African Safaris they also felt this. *'We can definitely improve on all the aspects. It is not realistic to rate us a 10, as there is still so much room for improvement. We also need to keep in mind the evolution of the sustainability practices; they are constantly moving forward as well. This means we are never really on top of what we are working towards, but we are trying our best'.*

4.3.4.2 Mediocre implementation
The middle group that has a mediocre implementation is also implementing many sustainability practices, but they are still struggling with obstacles that come with sustainability. Tina Botha, owner of Xtreme Safaris, argued that *'sustainability must be integrated fully, but we are not there yet. Xtreme Safaris has only existed for three years and we are still growing as more and more people come on board. The problem with more people on board is that everyone needs to share the same mind set, the same passion. It is difficult to ensure this when you need to employ a lot of people'.* Pam Taylor, owner of Flamingo Tours, stated that, *'We do things like recycling and stuff like that, we try as much as we can to leave a small footprint, but I am a small company and do not have all the time and resources'.* At Springbok Atlas, they try to implement as much as possible, but they stated that *'there is just not that much we can do in an office environment'.*

4.3.4.3 Little implementation
Lastly, the final group who have little sustainability practices implemented in their company, are either in the beginning stage of implementing sustainability and will evolve, or are only implementing the bare minimum aspects of sustainability. At Absolut Tours, they started at zero %, and Silvia Rein, CSR manager, addressed that implementing sustainability is a long and slow process. *'It starts with separating waste, using water and resources carefully, implementing social projects outside, and this can't be done overnight. We need to start somewhere'.* Pieter Geldenhuys, owner of P&G Tops, argued that he uses a lot of cars, and that his clients consume a lot of food and fuel. *'I do the bare minimum for the local communities, and I have a massive negative impact on the environment'.* He added that he tries to minimise plastic and water use, but that he can't ignore his massive carbon footprint.

4.3.5 Practicing Corporate Social Responsibility
4.3.5.1 Local benefits
As pointed out by CSR manager of Jenman African Safaris, there are two aspects of providing benefits to local communities. *'One is philanthropy, which basically means giving money which is needed to develop, and second is the sustainable development, which is more*

helping the communities directly.' The latter is not only about giving money but also rather employing disadvantaged locals, and bringing in manpower and time. *'These are two different approaches, but equally important at the same time.'*

From the interviews, it comes forward that all large sized companies donate money to projects and charities, and are not or little involved in employing disadvantaged locals or providing manpower and time to certain projects. At Springbok Atlas, they give 5% of their township tours and *'focus on tours where the locals in the best position of receiving lots of donations'.* Sally Gordon, CSR manager of Fairfield Tours, stated; *'We donate to projects that focus on providing multiple benefits for communities'.* AAA Travel and Jenman African Safaris are the exception for this group as they are engaged in both philanthropy and direct sustainable development by employing local people. *'The money that they earn is also spent in the community, which then fastens further employment and business development'* (Interview Jenman African Safaris).

On the opposite, the small sized tour operators are solely focused on sustainable development in terms of employment of disadvantaged locals, and providing time and manpower. Iain Harris, owner of Coffee Beans Routes stated; *'The people we work with become part of our supply chain, and we don't exist if they are not here to work with us'. Therefore, they are not beneficiaries from us, we are beneficiaries from their services, and it is a two-way relationship where we benefit from one another'.* Helen Baker, marketing manager of Awol Tours, also stated that they only work with partnerships in the townships. *'We pay a decent salary, to ensure that they want to work with us, and that everyone benefits. Thereby we also personally support them in creating opportunities for themselves'.*

The medium sized companies are right in between, as they are involved in philanthropy and direct sustainable development. Henko Wentholt explained that their Abang Africa Trust receives 10% of the profits of the tour company. *'Through this trust, we finance small local projects, and these are not gifts, we either give them a loan or we support them by providing materials or services.'* Christiaan Steyn, CSR manager of Drifters Adventures, stated that the local benefits come in various forms. *'We have certain places on the wild coast where we have a 50-50 partnership with the local communities. We do the sales and marketing, and the community gets half of the income. This means that apart from that financial contribution, we also work with the community that stays around where we employ people, and also support education by building schools'.*

4.3.5.2 Employment of local people
All tour operators employ local people in their business, and even though they are not all from disadvantaged communities, they are mainly from South Africa. The employment of local people stands in relation with the local benefits the companies provide. The tour operators that focus on sustainable development employ people from disadvantaged communities such as townships, while the larger tour operators employ South Africans with a full education. At AAA Travel they are very dedicated to providing locals from townships with job opportunities and to create a future for them, and also at African Insight they employ local people from communities.

Christiaan, marketing manager of Drifters Adventures, explained that all employees hired to run the lodges and local tours come from the closest communities. '*The local communities are all over our businesses, and within the whole organisation I think that over 100 people are locally employed in various destinations'.* Henko Wentholt, manager of Abang Africa Travel, stated; '*We employ local people as much as possible, from a practical point of view, we are colour blind'.* He added that some agents overseas require Dutch or German speaking employees for their communication, and they have to hire them from a practical point of view. In three of the interviews from the larger sized tour operators the same argument came forward.

4.3.5.3 Water saving

The aspect of saving water is a high priority for all the interviewed tour operators. This has mainly to do with the extreme drought South Africa, and especially Cape Town was experiencing. The government and the city has called everyone to save as much water as possible, which asks for even more consciousness and water saving procedures. At African Insight, they have their own borehole on the property, but are still very conscious. '*We are in the middle of a drought at the moment, so water saving has a very high priority for us, in terms of making sure that every drop of water is accountable for'.* Springbok Atlas they have stopped washing their coaches every day; '*now they are only washed once or twice a week with recycled water'.*

Half of the interviewed companies have also installed water saving toilets systems and tanks to collect rainwater. At Jenman African Safaris they collect rainwater from the roofs to wash their vehicles and flush their toilets with. ATC and Flamingo Tours have just installed a new flushing toilet system with saves litres of water, and the owners of Divine Tours collect all their grey water to wash their cars and to water the garden. Christiaan Steyn, marketing manager of Drifters Adventures, stated: '*Water saving is an important part of our sustainability practices, and we conserve water whenever and wherever we can by re-using and minimising wastewater'.*

4.3.5.4 Energy saving

The interviewed tour operators showed that they are similarly implementing energy saving practices. All companies, except for P&G Tops, have installed LED and energy-saving light bulbs. At Fairfield Tours, they have '*spent five times more money on globes now than they did before. The energy savers are extremely expensive to buy, but they also last longer'.* Another energy saving measure that all tour operators included is the practice of (automatically) switching off all electronics after working hours. '*We have installed energy saving devices on our computers, and the air-conditioning is switched on to a specific temperature, and no one is allowed to touch it'* (Interview ATC).

At Springbok Atlas, they are saving energy in their coach department, as the drivers are '*not allowed to have the vehicle give off carbon emission for more than 10 minutes before the bus departs'.* Tania Botha, owner of Xtreme Safaris, stated '*we don't really utilise that much energy when we are on tour, we use petrol, and we cut as far as we can on the lights.*

Everything is solar powered, and we encourage use of candles and natural light'.

4.3.5.5 Waste reduction and recycling
Similar to the energy saving practices, all interviewed tour operators are active in reducing waste and waste recycling. All companies have recycling bins where they separate paper, glass, and plastic to reduce waste. '*We are recycling, re-using paper on both sides, and we are re-filling the cartridges for the printer'* (Interview African Insight). At Abang Africa Travel, they recycle everything, which they do through a private company. *'We pay extra for that, because it is not done in Cape Town centre yet'.* Other ways that are used to reuse waste is to gift the waste to the local communities, who then create handcrafts and souvenirs, which they can sell to the tourists.

There has also been a movement of reducing paper in the medium and large sized tour operators. At Drifters Adventures they have introduced an online reservation system to cut down on paper, and similar practices have been applied at AAA Travel, ATC, Abang Africa Travel, and Fairfield Tours. Three medium sized companies stated they are also focused on minimising food wastage when on tour with clients. '*On tour the guides always try to prepare the right amount of food, to avoid food being wasted. If there are left overs they are always given to the guards or to someone else who can use it. It is never just chucked away'* (Interview Drifters Adventures).

4.3.5.6 Environmentally friendly suppliers
Within the sustainable practice of using environmentally friendly suppliers, there is a division visible among the tour operators. From the 15 interviewed tour operators, four companies do consciously not work with environmentally friendly suppliers. They have deviating arguments that vary from clients' demands to impotency.

At Springbok Atlas, they '*select the property that fits best to the enquiry we get from the client, sustainable or not'.* Silvia Rein, CSR manager of Absolut Tours, stated that it depends on the clients, their requirements, and their budget. '*That are the perimeters we go with, and if we have a tourist who wants a sustainable tour, we will select sustainable accommodations'.* At P&G Tops they feel that they need to fulfil basic needs as P&G Tops is a small company, and that environmentally friendly suppliers do not fit in that package. The situation of African Insight is slightly different; '*We don't have a choice in terms of who supplies us, because we are not in a situation where we can choose one supplier over another as our lodge is situated in such a remote location'.*

Within the group of tour operators that do consciously work with environmentally friendly suppliers there are some differences in their approach. AAA Travel, Abang Africa Travel, and ATC stated that they work with a checklist from a sustainability certification scheme such as Fair Trade Tourism. '*We are working with so many organisations that we try to use the Fair Trade Tourism list, and to keep their offer of hotels in mind when putting together packages'* (Interview AAA Travel). At ATC, they also audit their partners yearly to ensure the requested practices are in place. '*We want to ensure that the practices of suppliers we work with are*

aligned with ours'.

At Jenman African Safaris they don't have a selection process based on an official scheme, but a selection process, which is mainly based on choosing fairly remote places, that are mainly all eco-friendly lodges and camps. Fairfield also does not work with an official scheme, as '*it still is very difficult to only work with suppliers that are likeminded, we don't require our suppliers to be sustainable, and we won't stop working with them if they are not as it is a slow process, but we do encourage them'.*

The small sized tour operators argued that they have a personal involvement in selecting their suppliers. '*We are making sure that our suppliers are working sustainably, we focus on accommodations that are environmentally wise'* (Interview Divine Tours). They also stated '*we want to work with partners who are likeminded'* (Interview Awol Tours). Imaginably, it is easier for a small sized company to personally select environmentally friendly suppliers due to lower client numbers and a smaller need of external suppliers, than the larger tour operators.

4.3.5.7 Client demands
That most tour operators are sensitive for client demands is a conclusion based on the sustainable practice of working with environmentally friendly suppliers. Springbok Atlas and Absolut Tours both explained they adapt their external suppliers to the specific demands of their clients. This means that they will not select sustainable properties and activities when not requested by the tourists. Thereby, this automatically means that when the tourists demand sustainable options, they will be provided with this.

It might be the case that sustainability needs to be an initiative from tourists in the future, as the South African tourism market will adapt their supply to the clear tourist needs and demands. The tour operators demonstrate that they are already aware of this. At Jenman African Safaris they know that '*there is a trend nowadays, that tourists from abroad are looking for companies that are practicing sustainability'.* And also at Coffee Beans Routes they have noticed this. '*We are experiencing a process of guests demanding that the experiences they book are provided by environmentally friendly suppliers'.*

An example that shows the adapting behaviour of the tour operators is the case of culturally and environmentally sensitive excursions. At Flamingo Tours, they don't agree with this trend, '*but if that is what people want, that is what you have to offer, to know what the clients want and not to dictate them'.* Absolut Tours also stopped offering these activities. '*Anything that involves animal interaction is scrapped from our programs, this was a demand from our agents'.* Sone Kuhn, CSR manager of AAA Travel, explained that they were advised by TheCode.Org to take out all the culturally and environmentally sensitive excursions.

4.3.5.8 Educating tourists
The sustainable practice of educating tourists is a little contradictory to the previously mentioned adaptation to client demands. It cannot be the case that the tourists need to set the standards for the sustainable tourism industry, while at the same time this industry

educates the tourists on sustainability. However, for now the demand for sustainable tourism is not that widespread enough to have all tour operators adapt their practices right away. In order to increase this demand, educating the tourists is a powerful tool.

Helen Baker, marketing manager of Awol Tours said; '*we try to educate the market before they get here, and to influence their expectations. Things go differently here in South Africa, and you have to be conscious. We focus on basic ethical rules, cultural education, and sustainability practices'*. At ATC, guides will always explain the tourists where they are doing, and why they are doing it. '*This creates knowledge and awareness, and gives people a peace of mind, to know what they can expect and they understand'.* Henko Wentholt, manager of Abang Africa Travel, felt that he is not educating tourists enough. '*If we push too much, it becomes a finger pointing process where it says what they need to do at all times. And our philosophy is that sustainability should come naturally, and that it is fun'.* He added that they are trying to '*find a balance between informing them about sustainability and to keep in mind the interest of the guests'.*

4.3.6 Obstacles Corporate Social Responsibility
4.3.6.1 Little demand
An obstacle that the tour operators experience is the low demand from the market. One of the main reasons that were identified by the tour operators is that the mainstream tourists find sustainable options too expensive. Henko Wentholt, manager of Abang Africa Travel, stated '*People often say that they like sustainability, but then it is too far out of Kruger Park and they want to go there, or it is too expensive'.* Another difficulty here is that the lack of sustainable accommodation offerings. '*There are not enough sustainable offerings in middle and budget class, the ones that are existing are upmarket'* (Interview Abang Africa Travel). The limited offering of sustainable accommodations also pushes up the price, which makes it more expensive, which then results in clients who dismiss sustainable travel due to the high costs.

4.3.6.2 No awareness
Almost all tour operators felt that the lack of awareness is a big issue within the sustainable tourism industry. '*The main obstacle is that we can't control what is happening outside of this company'* (Interview Absolut Tours). Thereby, they also argued that it is difficult to have sustainability unanimously defined among the tourism industry. '*The obstacle is the whole awareness of sustainability and CSR which has to be within every head of the tourism industry and our company, and not just only a few'* (Interview Absolut Tours).

Sally Gordon, CSR manager of Fairfield Tours, also felt that there is a problem with the awareness of sustainability. '*The concept of having people understand that this is not you driving something, it is us trying to make a difference, and this is huge. We are trying to change the complete mind-set of the tourism industry in South Africa'.* Iain Harris does not experience obstacles in practicing sustainability. '*The only obstacle I can see is the mind-set from people who are already there, the businesses operating need to understand that exploiting people and the environment is not effective for the bottom line'.*

4.3.6.3 Financial means

Three quarters of the companies argued that money is an enormous obstacle for them. Pieter Geldenhuys, owner of P&G Tops, explained that sustainability is a never-ending wheel in South Africa, as it never ends. *'People communicate, and you have to keep on crafting, it doesn't go by itself, sustainability means nature, and it takes that you need to go work on it constantly, and this costs money'.* At Jenman African Safaris they also feel that sustainability is an investment, *'a lot of things are investments, and we need money to do it. So we cannot do all at the same time, it needs to go in steps'.*

Andrew Anderson, owner of African Insight recognizes this problem. *'There is just so much we want to do, and there is not enough money to do it'.* He also says that they are not an NGO going out looking for money, they find everything themselves with the help of client donations. *'The clients that come see what we are doing, want to help by making a contribution, but still money is a big issue'* (Interview African Insight). It is interesting to see that all tour operators consider money an obstacle in practicing sustainability. Their goals, objectives, and future plans are divergent, but their issues and obstacles remain similar.

4.3.6.4 Time

Another obstacle that was mentioned by at least half of the interviewed tour operators is time. The companies acknowledge that they lack time and manpower to implement more sustainability practices. Carol Martin, CSR manager of ATC, said, *'I suppose time is also a huge obstacle. It is conceptualising ideas that are going to work, introducing the sponsor to the community, and to carry out the plan takes time'.* Also at Divine Tours they acknowledge time as an obstacle; *'we are trying to be sustainable where we can, but we are lacking time and manpower to take on everything'.*

Katja Quasdorf, CEO of Jenman African Safaris stated; *'sustainability is difficult. We can create things and help communities, but they also need to involve different stakeholders, and making it fully sustainable is a long process'.* She added that the collaboration among competition is also an obstacle. *'If competing tour operators would collaborate in one area or on one project, with more hands, with more money, we could create better results'* (Interview Jenman African Safaris). If the latter idea would be implemented, time and money will no longer be main obstacles.

4.4 Materials

4.4.1 Summary of the findings

The majority of the tour operators have finances allocated to CSR, except for three small companies who prefer to donate time and manpower. Medium and large sized tour operators have finances allocated in terms of fixed client percentages of contribution, practices of doubling the number of donations by a partner company, and having specific CSR budgets for these expenses. These finances are allocated for social and environmental projects, tree planting organisations, and certification membership fees.

Three quarters of the tour operators use CSR in policies, contracts, and code of conducts. Small tour operators use more codes of conducts, which are considered guiding documents.

The medium and large sized tour operators have both internal and external documents in place, whereby the tour operators with a certification membership were supported in developing these. All tour operators have CSR visible on their website and social media. Large tour operators use it more as a marketing tool, while the small and medium sized companies emphasized that they do not use it as a marketing tool, but that they want to make tourists aware. Thereby, only the projects are promoted, not the sustainability practices in the office such as water saving and waste recycling.

Only six out of fifteen tour operators use renewable energy resources, whereof solar power is used most. Not one of the small tour operators makes use of renewable energy resources, as they cannot afford the high investment. The motivation of the medium and large sized tour operators is the return on investment, and the fact that for some it is a necessary need due to lack of governmental supplies.

Not many tour operators are involved in compensating their CO_2 emissions. The few small and medium sized tour operators that do have a personal approach whereby they take tourists and employees out for a tree-planting day, while the remaining small sized companies felt they do not have enough resources to participate in this practice. The majority of the medium and large sized tour operators feels that tree planting is not sustainable at all, as the trees are often not taken care of which results in the trees being destructive to the environment. They also felt that carbon trading is rather a gimmick rather than an added value, and that large tour operators who use it mainly use it is a marketing tool.

4.4.2 Finances allocated to Corporate Social Responsibility
All tour operators, except for three small companies, have allocated finances to CSR and sustainability projects. These small tour operators have argued that they rather provide time and manpower than money to the disadvantaged communities. The exception is Xtreme Safaris, a small tour operator, which has made a pledge to the South African Animal Sanctuary Alliance (SAASA), wherein they donate 2,5% of their profits of safaris to the projects. '*We did this because we want to be more involved with nature and animal conservation, and we want to help develop this more and more'.*

The medium and large sized tour operators brought forward that they all have finances allocated in terms of having fixed client percentages of contribution, practices of doubling the amount of donations by a partner company, and having specific CSR budgets for expenses. These costs are allocated for social and environmental projects, tree planting organisations, and certification scheme membership fees. The larger tour operators also stated that a high percentage of donations flow through their agents, which means the tour operator itself is not responsible, but is involved in selecting decent projects for the money.

Sally Gordon, CSR manager of Fairfield Tours stated; '*Next to what our agents do, there is a lot of CSR which we can do in our community, where we finance people personally, and support them in re-building houses for instance'.* She explained that they do not always use all of the budgeted money, as they feel that '*the money needs to have a result, and we want*

to see something. So we rather keep the money for ourselves for a while if it is not a project in change that empowers people, until we find a project that does' (Interview Fairfield Tours)*.*

4.4.3 Corporate Social Responsibility in policies and in contracts
Three quarters of the tour operators uses CSR in policies, contracts, and code of conducts. There is no clear distinction between the three groups of tour operators. However, the small tour operators mainly have external code of conducts, while the larger tour operators have both internal and external documents in place. *'Sustainability begins at policies and contracts, to make sure that everyone understands sustainability and has the same mind-set'* (Interview African Insight).

The tour operators that are member of a certification scheme argued that they were supported to include sustainability aspects in their contracts by the schemes. Abang Africa Travel and AAA Travel are both member of Travelife for Tour Operators, and include sustainability clauses in their human and supplier policies. *'Also towards accommodation partners, we have contracts including sustainability clauses and aspects about child labour and child prostitution, because we are member of the code'* (Interview Abang Africa Travel). And also ATC, which has ISO quality management accreditation, stated that they have very specific sustainability contracts and policies because of their membership.

At Jenman African Safaris, they have a clear sustainability policy, and use external codes of conducts with the lodges and accommodations. '*Many of our lodges have the Green Tourism awards, so we follow their code of conduct, or we use our own created policy procedures to follow'.* At Absolut Tours and Springbok Atlas, sustainability is not included in their documents as they feel it is not that important. *'We feel sustainability is not something that is signed, which then requires the employees to practice sustainability'* (Interview Springbok Atlas).

4.4.4 Corporate Social Responsibility on websites
All tour operators have sustainability and CSR visible on their website and social media. Only a few tour operators admitted that they use sustainability as a marketing tool, mainly being the large tour operators. Many companies use the word *promotion*, which also indicates that sustainability is used for commercial purposes. Sustainability policy statements and policies, engagement in projects, memberships with certification schemes, and general information about their sustainability practices is visualised on the websites of the tour operators.

The companies stated that they do not include their sustainability practices in the office. *'We don't promote our sustainability practices from the office such as recycling and energy saving, because we find it normal to work environmentally friendly'* (Interview Springbok Atlas). They also emphasized on the fact that they want to make their clients aware, instead of using it as a marketing tool. *'We do have a mention on it on our website, to make the clients aware, but it is not something we are making a big thing of as it is our second nature, we want to do this for ourselves'* (Interview Drifters Adventures).

4.4.5 Renewable energy resources

Only six out of fifteen interviewed companies make use renewable energy resources, from which solar power is most commonly used. It is noteworthy to see that not one of the small tour operators makes use of renewable energy resources, mainly because of the high amount of investment that is required. '*I am planning on investing in a solar company in the future'* (Interview Divine Tours). The reasons for using renewable energy resources are deviating as some tour operators see it as a return on investment, while others need it in order to have electricity at all. '*A couple of the lodges only run on solar power, and our own property in the North runs on solar power and wind energy'. They are remote, so there Is no other form of electricity available'* (Interview African Insight).

Three of the tour operators have a rental office, which limits them in investing in renewable energy resources, as they have no influence on their electricity provision. They argued that they do try to push developments in this matter. '*At the moment our building is looking at solar panels and water storage tanks for grey water'* (Interview ATC). Jenman African Safaris is also looking in renewable energy resources, but for now has pained their roofs with a heat reflecting paint, so in summer they do not have to use the air-conditioning that much, because it does not get that hot.

4.4.6 Compensating CO2 emission

There are not that many tour operators compensating their CO_2 emission directly. The large tour operators do it through their partners and agents. '*Some of the airlines we are working with pay penalties for their emission, and even though their money does not mean anything, they use it to plant trees'* (Interview Fairfield Tours). At Jenman African Safaris clients can turn their emission into tokens, with which they can plant trees to compensate. '*We have a CO_2 emission calculator on our website and they can calculate their tokens themselves'.*

The medium and small sized tour operators have a more personal approach. '*Our main reason to plant trees is to re-forest the forest, and we are doing this together with our clients'* (Interview Flamingo Tours)*.* They sometimes also organise staff excursions to plant trees together. '*We make an outing out of this, a team building experience where we are also doing something good for the environment'* (Interview Abang Africa Travel). The group of tour operators that does not compensate their CO_2 emission is significantly larger. Three quarters of the interviewed companies does not take part in this. The reason the medium and small sized tour operators brought forward was related to their certain limited extent to which they can practice sustainability. '*Occasionally we plant trees, but we are a small company, and we can't do everything. We are just trying to be as sustainable as possible'* (Interview Awol Tours).

There are four companies that feel that compensating their CO_2 emission by means of planting trees is not sustainable at all. The tour operators argued about the fact that with tree planting, the trees are often not taken care of, which results in tree planting being destructive to the environment. '*The new trees are invaders, and that the floral kingdom does not need replanting, because it is a self-sustaining eco-system'* (Interview P&G Tops). At African Insight they also felt that the concept of carbon trading is more of a gimmick than an

actual adding value. *'I am not completely convinced I should do this, but I do take it into account when planning safaris'*.

Iain Harris, owner of Coffee Beans Routes, saw CO2 compensation as another example of why corporate social responsibility is a fraud. He explained that companies who claim they are doing something good by tree planting, and they can just continue working the way they did. '*This is the easy stuff, but what we do is the harder stuff, to use the entire value chain to address the environmental and social issues, and to have an influence on the entire value chain. The impact over time, we start to build strong and equal management systems, and we will be able to show that the carbon offset was not done by planting trees, but is offset by a good waste system, and a good network'*.

4.4.7 Sustainable products
Several tour operators also discussed sustainable materials that are rather tangible. Jenman African Safaris has built a lodge in Zimbabwe solely constructed from materials found in Zimbabwe. There is no mention of costs, but its plausible that this was also their cheapest option. Fairfield Tours is also engaged in building community houses, '*we used sustainable wood and materials free of BBT'*. Thereby, they encourage their partners and suppliers to also use specific sustainable materials. Sone Kuhn, CSR manager of AAA Travel also explained that all their furniture is locally made'.

At Springbok Atlas they use recycled and recyclable luggage tags and bamboo pens. *'We don't actually purchase things that are specifically environmentally friendly, and we could, and we should, but buying locally and sustainably is much more expensive than shipping it over from China. Everything that is local and eco-friendly costs twice as much'*.

4.5 Certification
4.5.1 Summary of findings
The main motivation for tour operators to engage in certification schemes is that it enables overall improvement, as the schemes are considered guides and instructors on sustainability, create awareness about sustainability, and give third party validation. Regarding Fair Trade Tourism, every tour operator is aware of the existence, and many are involved. Among them, they are no small tour operators as they feel it takes too many resources and that Fair Trade Tourism is more suitable for the larger tour operators. Many medium and large sized tour operators are engaged, and three of them have Fair Trade accredited tours, which were according to them easy to obtain. They felt that Fair Trade Tourism has the ability to spread knowledge and to empower people. The majority felt that Fair Trade Tourism should higher their benchmark and lower their costs to give small tour operators the opportunity to become full members and to lower the possibility of green washing.

There are only three medium and large tour operators involved with Travelife for Tour Operators, and they argued that this certification scheme gives structure. The other tour operators are not engaged with Travelife due to the unawareness of the scheme in South Africa, and the lack of resources it takes to get certified. Three quarters of the tour

operators are members of SATSA, whereby the small tour operators felt that their sustainability practices are covered and validated by SATSA, while the medium and large sized companies felt that SATSA is mainly there for the legal side of tour operating.

The majority of the tour operators that are not members of a certification scheme, argued that they have different mind-sets, and that they don't feel the need to be validated for their sustainability practices. Small tour operators have the issue of having limited resources, while large tour operators felt it is too difficult to have a full chain of sustainability products and suppliers. It is interesting to see that the larger tour operators have materialistic reasons not to become a member, while the smaller companies feel they do not share the same mind-set and do not need any validation or approval.

The small and medium sized tour operators addressed most obstacles in certification, wherein they identified costs, workload, and time as main obstacles. The large tour operators felt pressured by agents overseas to be involved in multiple certification schemes, but they are not convinced by the ROI these investments. The benefits of certification acknowledged by the tour operators, is the validation of a third party, acting as credibility and a stamp of approval. The companies felt that their membership opened doors in Europe, and created a network of like-minded companies. Thereby, they felt that the requirement of re-evaluating their own sustainability practices in their membership process was highly beneficial. The main expectations the tour operators had from certification schemes is being sustainable frontrunners, having legitimacy for clients, and having networking benefits. Thereby, they had the high expectation that the schemes create more awareness for sustainability.

4.5.2 Motivation
One of the addressed motivations that came forward most regularly is that certification enables overall improvement. '*It is a higher quality of life, a higher quality of business, quality for empowering people, so it is the future. Not because it is a marketing tool, or that we want money from it, but it is just a way of life. And I think that is really good, and the schemes help with this*' (Interview AAA Travel). The tour operators also acknowledge that the certification schemes are guides and instructors. '*It gives us guidelines on how to practice sustainability, and we will lose the certification if we do not comply*' (Interview Abang Africa Travel).

Thereby, the aspect of creating awareness also came forward multiple times. The tour operators feel that certification means something*. 'Fair Trade Tourism for example has done good marketing in South Africa, and they created awareness for sustainability and their standards'* (Interview AAA Travel). These standards form the basis of certification, and companies argue that this enables them to tell people *'that we are really doing what we are saying, we are monitored, and we are audited by an independent organisation that tells us if we are going the right way or not'* (Interview Abang Africa Travel).

4.5.3 Fair Trade Tourism

Every interviewed tour operator is aware of the existence of Fair Trade Tourism and the vast majority fully supports their work. It is noteworthy to see that there are no small sized companies engaged. Awol Tours, a small tour operator stated that they broke away as *'it was no longer beneficial. It takes a lot of resources to be Fair Trade Tourism accredited. We respect what Fair Trade Tourism is about, but we found that we are too small to engage in such a scheme.'* Other small tour operators also acknowledged this; *'Fair Trade Tourism is obviously for the bigger tour operators'* (Interview Coffee Beans Routes).

Iain Harris, owner of small tour operator Coffee Beans routes, is the exception, due to his change from not being a fan from Fair Trade Tourism to becoming engaged with their scheme. *'Fair Trade has taken a lot of steps, because they started off certifying really large corporations. That was their focus, and they felt that if they could get the big corporations on board, everybody would follow. But I think that they have realised that the big corporations are just looking for ways to look better, so they can hide their waste. But is the small businesses that are actually the ones who are the most engaged, and who can benefit the most from Fair Trade certification.'*

Generally, the larger tour operators are engaged in this certification scheme, and three tour operators even have Fair Trade Tours, where the tour exists of a full chain of Fair Trade accredited accommodations and activities. *'It took us three years to get here, but our Fair Trade Tourism tour is the one that stands out, because all properties, the excursions, everything in there is Fair Trade Tourism. It is a very expensive tour due to the private activities, but we feel that for those tourists who want to travel like this, the price is not the most important factor'* (Interview Fairfield Tours). Absolut Tours also has a Fair Trade Tour, which they easily obtained. *'We took one of our existing tours, and we exchanged the hotels for Fair Trade Tourism ones. It was fairly easy'.*

The tour operators feel that Fair Trade Tourism has the ability to spread knowledge and to empower people without them lifting a finger other than saying you are certified with us. *'But this needs to grow more, as for now Fair Trade Tourism has lost its appearance. It has become too easy to be a member and it does not mean anything anymore'* (Interview Awol Tours). This is supported by P&G Tops who argued *'Fair Trade Tourism was an easy win, I just needed to comply to their base regulations, and they signed me up'.* The majority of the tour operators feels that Fair Trade Tourism should higher their benchmark and lower their costs to give smaller companies the opportunity to become a full member and to lower the chance of green washing by the larger tour operators.

4.5.4 Travelife for Tour Operators

This international certification scheme is not very known among the interviewed tour operators. From the 15 companies, just AAA Travel and Abang Africa Travel are certified, and only ATC is a registered member. *'Travelife is giving it a better structure now, and it really touches base with everyone'* (Interview AAA Travel). The reasons for not being engaged in Travelife for Tour Operators are including the low awareness level of the scheme, and the time and costs it takes the tour operators to get certified. *'I have never*

heard from Travelife before, and as I only work with the big players Travelife will not be included' (Interview P&G Tops). Thereby, there are tour operators who do think about it, but who cannot or will not invest time and money in the process of becoming certified at Travelife for Tour Operators.

4.5.5 SATSA

SATSA (Southern Africa Tourism Services Association) is a member-driven association that offers inbound tourism services companies the highest level of quality in the tourism industry. Three quarters of the companies are a member of SATSA.

There are a few small tour operators who feel that their sustainability practices are covered when being a member of SATSA. Pam Taylor, owner of Flamingo Tours stated: *'I feel I am doing enough with SATSA, and I have never looked further because SATSA's requirements are so strict that I feel that is enough'.* Thereby, Helen Baker marketing manager of Awol Tours argued that *'SATSA means that you are operating responsibly on their level'.* Several large tour operators address that *'SATSA is mainly there for the legal side of tour operating, and are not specifically focused upon sustainability'.* At P&G Tops, they feel that *'SATSA is the pre-evident tourism organisation of South Africa, that provides me with legitimacy with my client base'.*

4.5.6 Not engaged

The majority of the tour operators that are not members of a certification scheme argued that they have complete different mind-sets than the companies who do become a member. *'I don't feel the need for us to, for instance, get a Fair Trade accreditation, because as far as I am concerned that is a marketing thing, it is not an operational part of the DNA of the business'* (Interview African Insight). At Xtreme Safaris they also feel that their priorities are divergent. *'Fair Trade Tourism is focusing on all the companies that try to do go good, don't get me wrong, but they are not focussing enough on the wildlife side, and that needs to happen before we would ever consider joining'.*

Aside from having different mind-sets, the tour operators also feel that they do not need validation from a certification scheme. *'We have always felt that a lot of these associations are almost a 'blow my own whistle'. We have always been sustainable, and we will always be sustainable, we don't have to be part of an association to approve us'* (Interview Drifters Adventures). Thereby, they argue that they don't need an organisation telling them to use sustainability principles. *'We just want to put it into practice; we don't need a paper to tell you, same as with a label. And with Fair Trade, we don't need anything to remind us that we have to look after our planet, we just need to do it'* (Interview Divine Tours).

The smallest tour operators addressed their issue of having limited resources, which withholds them to engage in a certification scheme. *'We are a very small company and there is no way we can comply to the many rules of the certification scheme. We don't have the time and money to become involved with them'* (Interview Divine Tours).

It is interesting to see that above arguments are all coming from small and medium sized tour operators, while the larger companies have argued that it is too difficult to have a full chain of certified products as they don't want to disconnect current partners. Thereby, they feel that the certification schemes have too little offerings of accommodations and activities. It is interesting to see that the larger tour operators have materialistic reasons not to become a member, while the smaller companies feel they do not share the same mind-set and do not need any validation or approval.

4.5.7 Obstacles certification
The companies that addressed most obstacles were the small and medium sized tour operators, and the most mentioned obstacles were costs and workload. '*This is a very big obstacle for many people, and the way it has been set up now is that it is not affordable for the very small companies. Even if they completely comply with the certification standards, they still can't afford it*' (Interview Abang Africa Travel). Thereby, the smaller tour operators argue that the process towards becoming certified is taking a long time and contains a high workload. '*The process is simply too long and complicated. We don't have enough manpower to do this*' (Interview Xtreme Safaris). Connected to the high workload, time is another obstacle. '*Becoming certified is an investment in time and means, which is a high barrier for companies who want to see direct results*' (Interview Abang Africa Travel).

The main obstacle addressed by a large tour operator involved that they are pressured to engage in certification schemes by their agents. '*The main problem in South Africa is that if the scheme is not globally known, there is no point for us becoming a member because we work internationally*' (Interview Springbok Atlas). They also argued that they are not sure if it is worth their investment, as the return on investment is not clear at all. '*Because we work in different markets, we would have to be engaged in all different schemes available to please our agents, but then the overview of results and benefits is definitely lost*' (Interview Springbok Atlas).

4.5.8 Benefits certification
The most mentioned benefit is the validation a certification scheme provides. '*The main benefit is that we don't need to explain what we are doing anymore. We can just tell them that we follow the Fair Trade Tourism and Travelife standards and rules and that we are being checked and truly sustainable*' (Interview Abang Africa Travel). Other tour operators describe it as credibility and a stamp of approval. Thereby, they also feel that '*it would open doors in Europe, if you are looking for more agents to work with*' (Interview AAA Travel). The concept of expanding the network is described as '*getting in touch with a group of like-minded companies that feel the same, and together we are much stronger to influence the market so we are not snowed under. We are leaning so much from one another*' (Interview ATC).

Another interesting benefit that has been brought forward is the requirement to re-evaluate the sustainability practices. '*So a big part of the Fair Trade process is being compelled to having a look at a lot of things that you maybe did not think about when you through about what is fair. Things we had already thought about, but there were things that we did not,*

and besides all the benefits such as networks, marketing, or relationships Fair Trade might bring, it is how you are forced to assess every level of the business' (Interview Coffee Beans Routes).

4.5.9 Expectations certification
The small tour operators indicated that they do not have clear expectations, while the larger companies addressed expectation such as '*being a sustainable frontrunner in South Africa due to a membership'* (Interview AAA Travel), legitimacy for clients and networking benefits. *'My expectations were legitimacy for my clients and networking benefits. 'We need to engage with people from the same industry, and I have chosen SATSA as the platform where I discuss issues with like-minded professionals'* (Interview P&G Tops).

Thereby, they had a high expectation of the certification schemes creating more awareness for sustainability and to help with marketing benefits. '*I suppose it would help a lot with marketing and promotional aspects'* (Interview Springbok Atlas). The tour operators hope that the certification schemes, especially Fair Trade Tourism, grow and that more companies are going on board. *'We are interested in more Fair Trade Tours, but only if it means something'* (Interview Absolut Tours).

5. Quantitative analysis

5.1 Company profile

5.1.1 Location

From the 52 tour operators, 31 companies are located in Cape Town, the legislative capital of South Africa. Four of these tour operators also have a second office in another South African city or in another African country. The remaining tour operators have offices spread out in South Africa with an equal amount of offices in Durban, Johannesburg, and along the Garden Route.

5.1.2 Type of company

The vast majority of 36 respondents (69%) indicated that they are an inbound tour operator in South Africa. The second largest group, consisting of 17 respondents (33%), is a provider of day trips, and 5 respondents (10%) specified that they are an outbound tour operator. Besides these groups, two companies (4%) specified themselves as a travel agency and DMC.

5.1.3 Number of employees

The pie chart indicates that the largest group of respondents (58%) are small sized tour operators with 1-10 employees. The second largest group represents tour operators with a number of employees between 11 and 20 (15%), followed by tour operators that have between 21 and 50 employees (14%). These units can be combined into the category of medium sized tour operator (29%). The final two groups represent tour operators that have between 51 and 100 employees (6%), and over 100 employees (8%). The latter are categorised as large tour operators (14%). Further analysis is conducted based on these three groups.
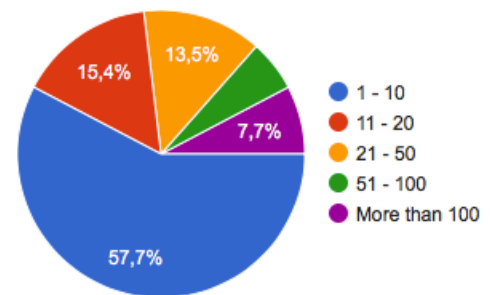
Figure 3: number of employees

5.1.4 Number of tourists per year

The number of yearly tourists that make use of the services of the tour operators is nicely spread. This indicates that the survey represents the opinions of a diverse group of tour operators, ranging from having 1-250 tourists per year (27%) to over 10.000 tourists per year (14%). In between, the numbers of yearly tourists are fairly similar, varying with tour operators that have between 251 and 1000 tourists (23%), companies that have between 1001-5000 (17%), to tour operators that have between 5001-10.000 (19%) tourists yearly.
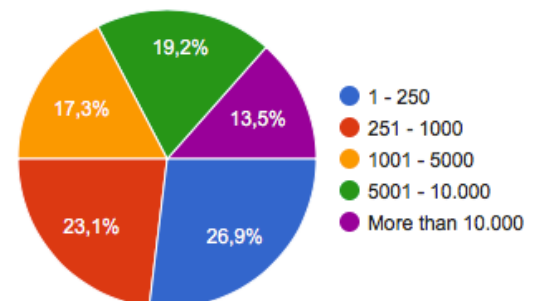
Figure 4: number of tourists per year

5.1.5 Existence of company in years

The pie chart shows that the majority of the companies have existed for 11 – 15 years (29%), closely followed by 5-10 years (23%), and 16-20 years (21%). There are only 5 companies (17%) that have existed for less than five years, and 9 companies (17%) even longer than 20 years.
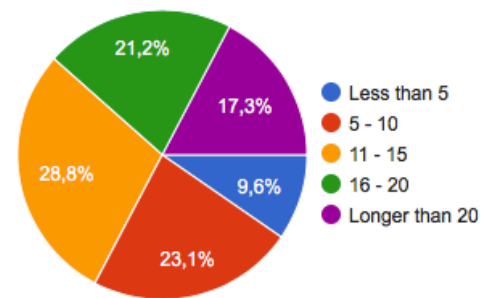
Figure 5: existence of company in years

5.2 Cross tabulations

For further analysis, three groups have been distinguished from all respondents, categorised on size, and based on their number of employees. The categorisation of these respondents was adhered similarly to the categorisation of the respondents from the in-depth interviews, to ease and facilitate the process of connecting both analyses. The groups include (1) small tour operators with 1 to 10 employees (N=30), (2) medium sized tour operators with 11 to 50 employees (N=15), and (3) large tour operators with more than 51 employees (N=7).

Unfortunately, when testing the significance of the cross tabulations, not one variable showed significant relationships with the company size. This means that there is no relationship between company size and the variables, and that the differences and similarities in this survey's output are based on coincidence. The significance tests can be found in annex 4.

5.3 Meaning of Corporate Social Responsibility

5.3.1 Understanding of the concept Corporate Social responsibility

In their description, the vast majority of the respondents focused upon *social and environmental responsibility* (40%) in their definition of the concept. They provided answers such as *'It is the triple bottom line and the duty to combine a revenue driven concept with a well-balanced responsibility towards nature, culture, people, and its relationship.'* They also included explanations such as '*it is to conduct business in an ethical manner and consciously making decisions that help economic development in our direct environment as well as indirect environments'.* Additionally, they involved key words such as *green, conserving wildlife, recycling, and identifying* and *supporting social and environmental issues.*

The second largest group (35%) focused upon *giving back to communities and local upliftment* in their definition of the concept. Their answers ranged from *'CSR is about giving something back to improve the country and society in return for being able to make a living from the countries resources'* to '*it is the consideration of social impact and possible opportunities of creating positive impact in all planning processes'.* Also addressed was the company responsibility to give back to those less privileged in order to create a sustainable environment for the disadvantaged communities.

Five respondents (10%) felt that corporate social responsibility is all about *being aware of the impact of tourism.* These respondents concentrated on the fact that it is a company responsibility, and that they need to be aware of the environment when planning and conducting tours. '*It all comes down to being aware that everything you do impacts the world around you'.* Corporate social responsibility is also associated with donating money.

Four respondents (8%) focused on providing financial means in their description. *'It is the concept of investing into local communities',* and *'it is the task of large companies to donate to projects in townships'.*

Two respondents (4%) described that they see corporate social responsibility as a survival tool, and that this is not necessarily a choice. They need to practice sustainability in order to survive in the tourism industry, and to continue to work in South Africa. Lastly, two respondents (4%), felt that corporate social responsibility was not applicable to them and they did not provide a description.

5.3.2 Perceiving Corporate Social Responsibility
All tour operators (100%) indicated that they perceive CSR as *a way to contribute to sustainable development.* The fact that all tour operators marked this option indicates how CSR is generally perceived. Half of the tour operators (50%) also perceived CSR as a way *to increase their positive company image*, which is directly related to identifying CSR as a *marketing tool* (33%). The latter two can be combined as they are both related to appearance and promotion of the company, and are considered an important outcome. Three companies (6%) categorised CSR as *green washing*, while one company (2%) indicated that CSR is a *waste of time.*

The comparison [annex 3, table 1] between the three groups shows that all three groups felt that CSR contributes to sustainable development, and that they perceived CSR as a creative positive image equally. Noteworthy to see is that the group of large companies identified CSR much more as a marketing tool (58%) than the other two groups who both rated below 35%.

5.3.3 Corporate Social Responsibility commitment motivation
The bar chart [figure 6] shows that the vast majority of the tour operators are practicing CSR to *benefit local communities* (56%), and to protect *the environment* (54%). It is interesting to see that not one tour operator feels that *protecting the environment* is not important at all.

The results also illustrate that half of the tour operators found *improving the society* an important motivation to commit to sustainability. Additionally, a large group of tour operators (84%) commits to CSR because of their *personal choice.* This shows that personal interest is very important and common in practicing and integrating sustainability into the tourism industry. Many tour operators (42%) specified that *creating a positive company image* is a valid motivation for them. Thereby, 35% of the tour operators rated this very important, which demonstrates that tour operators are very focussed upon their appearance rather than practicing sustainability for solely solving social and environmental issues.

The bar chart [figure 6] also illustrates that the tour operators are not that motivated by the need to *respond to growing customer demands*. Only 12 tour operators (23%) indicated this as an extremely important motivation. This motivation is perceived as moderately important by 17 companies (33%), which therefore shows that this is something they do take into

account but are not motivated by. Lastly, the motivation of *saving costs* by practicing sustainability is indicated as extremely applicable by only 6 tour operators (12%). Meanwhile, 16 companies (31%) have reported that *saving costs* is not important to them at all. Thereby, 15 companies (29%) have marked this moderately important, which seems to refer to either them not being aware on how to save costs, or that this is not a motivation for them at all.

The comparison of the three groups [annex 3, table 2] shows that all three groups consider *benefitting local communities* and *improving the society* important motivations to practice CSR. The small tour operators indicated that for them, *creating a positive company image* is significantly less important than for the large tour operators. The latter group also considered *responding to growing customer demand* much more than the other two groups.
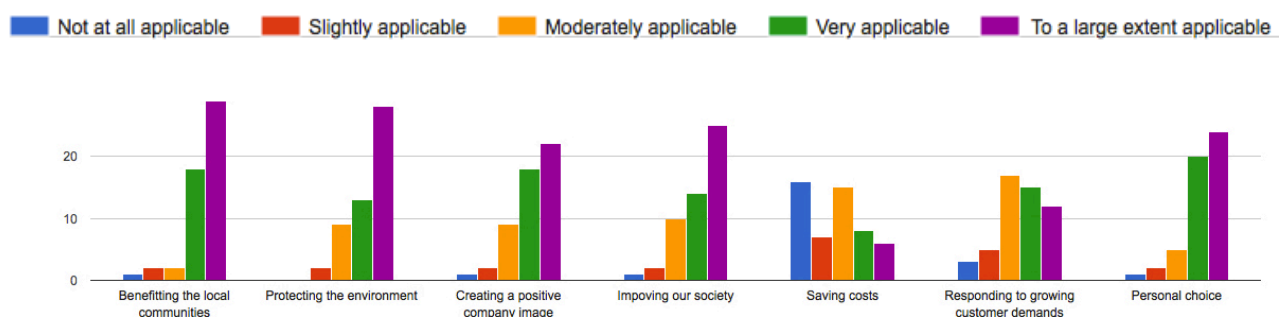
Figure 6: CSR commitment motivation

5.4 Embeddedness of Corporate Social Responsibility

5.4.1 Integration of Corporate Social Responsibility

Almost half of the tour operators (46%) have integrated Corporate Social Responsibility to a high extent. There are only a few who (14%) who have fully integrated Corporate Social Responsibility. The number of tour operators who have integrated CSR and sustainability practices is considerably larger than those who have not, which indicates that CSR is an important issue in the tourism industry in South Africa.
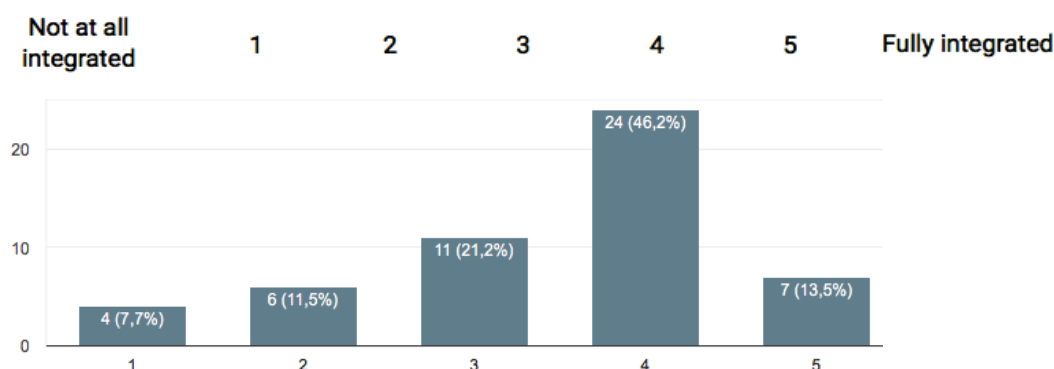
Figure 7: integration of CSR

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5.4.2 Involved employees in Corporate Social Responsibility

A small majority of the tour operators (27%) have all their employees actively involved in their CSR practices. Interesting to see is that the second highest percentage (21%) illustrates that only one person within the company is actively involved in the CSR practices. This is a substantial difference, especially because the percentages lie so close together. The remaining companies range from having not one employee actively involved (8%) to having more than 4 (15%).
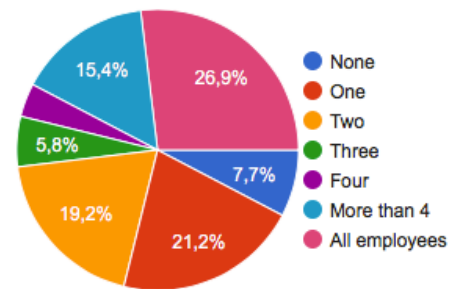
Figure 8: involved employees in CSR

5.4.3 Integration in Internal management

The vast majority of the tour operators (67%) have fully integrated *employment of local people*. Another practice that half of the tour operators has implemented is *donating money or time to social and environmental causes* (46%). Remarkable to see is that the remaining practices have similar outcomes, where the tour operators are evidently sharing comparable thoughts and views.

When comparing the integration between the three groups, the output [annex 3, table 3] shows that all tour operators employ local people, but briefing staff members on CSR changes is rarely integrated. Compared to the medium sized and large tour operators, the small tour operators have most integrated the practices of *water saving, energy saving, recycling waste,* and *taking their footprint into account when making decisions.* The large tour operators donate most money and time to social and environmental causes.
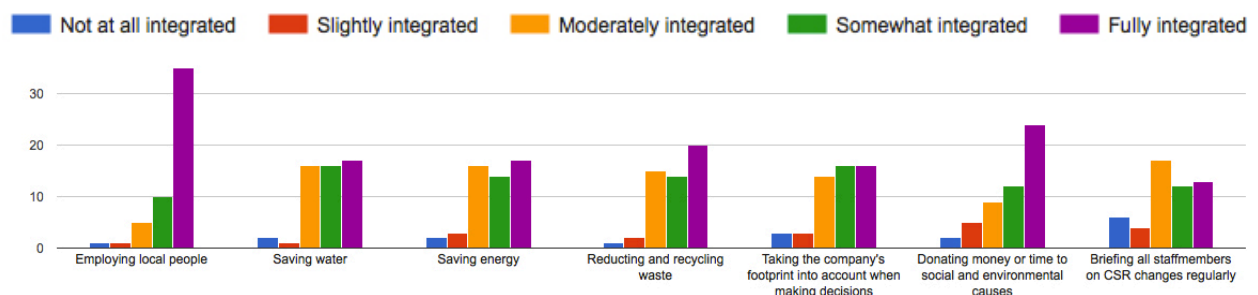
Figure 9: integration in internal management

5.4.4 Integration in product development

The bar chart [figure 10] shows that the vast majority of the tour operators (40%) are *providing direct benefits to local communities.* Many tour operators also offer *socially and environmentally responsible tours*. Even though the practice of providing direct benefits to local communities has been fully integrated by most tour operators, it seems that the practice of offering socially and environmentally responsible tours is even more important. This is supported by the fact that more tour operators have indicated that they have not integrated *providing direct benefits to local communities* than they have at *offering socially and environmentally responsible tours.* Another remarkable outcome is the fact that many tour operators (39%) have not at all integrated the practice of *compensating CO2 emissions*, and that only a few have fully integrated this practice (6%).

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The comparison between the three groups [annex 3, table 4] shows that the majority of the tour operators offer *socially and environmentally friendly tours*, and that they all equally integrated the practice of *providing direct benefits to local communities*. Regarding the compensation of CO2 emission, only the larger tour operators integrated this. The latter group also attaches high value to promotion as they have CSR predominantly visible on their website, however, together with the small tour operators, they do not promote CSR in brochures, in contrast to the medium sized tour operators.
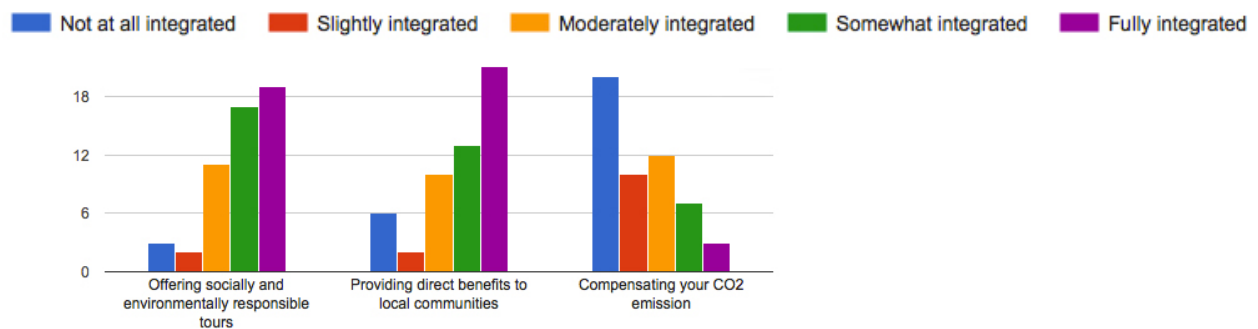
Figure 10: integration in product development

5.4.5 Integration in marketing

It is noteworthy to see that the tour operators do not have a specific focus on marketing. The majority of the tour operators have not integrated the practices at all, with a peak for *third party validation by certification schemes (56%)*. This indicates that this is not a key aspect in the sustainable South African tourism industry. The results show that *showcasing the sustainability practices as part of travel itineraries* and *having a visible CSR statement on the website* are moderately important to tour operators.
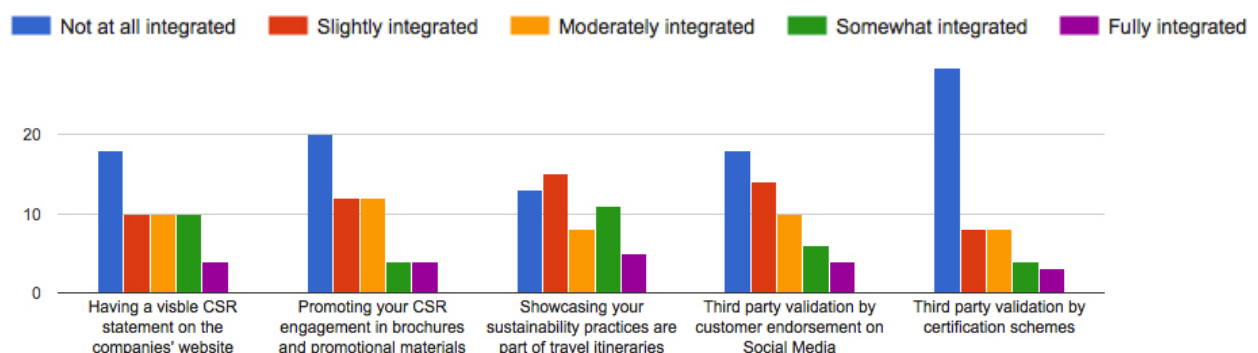
Figure 11: integration in marketing

5.4.6 Integration in purchasing

Results show that the tour operators have not extensively integrated the purchasing practices in their business management. The practice of *choosing environmentally friendly suppliers* is found important by half of the tour operators, and is therewith the practice that has been integrated most. For the other two practices, the number of companies that have implemented these is only a little bit higher than the number of companies that do not. It seems that the tour operators do value environmentally friendly suppliers, and that some

try to require and encourage their suppliers to engage in sustainability and meet certain standards, but that this is not practiced extensively.

The comparison between the three groups [annex 3, table 5] shows that the majority of the tour operators chooses environmentally friendly suppliers, which suggest that this is considered an important practice, and implemented at least to some extent by the majority of the tour operators. Compared to the small and medium sized tour operators, large tour operators do not require their suppliers to meet certain standards, but they do encourage them to engage in sustainability to a high extent.
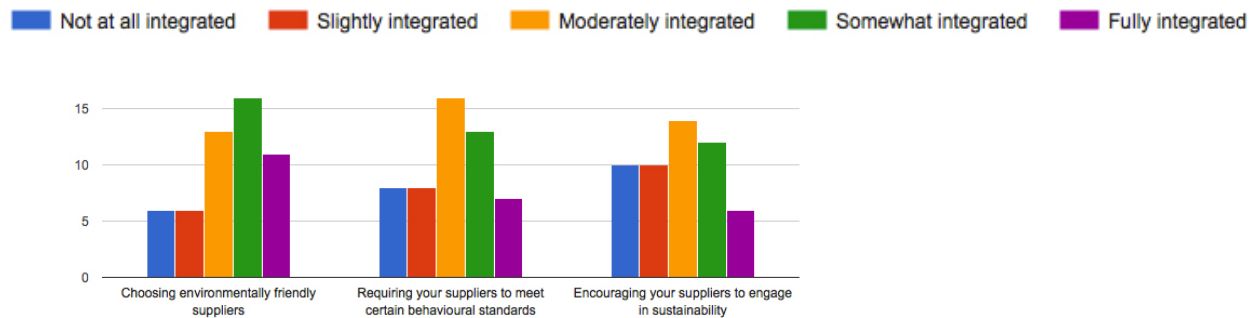
Figure 12: integration in purchasing

5.4.7 Integration in operations

The bar chart [figure 13] visualizes that tour operators find *stimulating customers to buy local souvenirs* most important (35%), together with *making employees aware of the companies CSR policy* (39%). It is interesting to see that *briefing customers on CSR codes* is not considered essential by the tour operators. The results imply that the majority of the tour operators is making the tourists aware and are stimulating them to buy local souvenirs, but that they do not want to take it too far by briefing them on CSR codes and stimulating them to donate money or time.

When comparing the integration level between the three groups, the output [annex 3, table 6] shows that small tour operators make their employees less aware of their CSR policies than the other two groups. This can be explained by the fact that the small tour operators do not need to make their employees aware anymore, as they are already included at all times. The practice of *briefing CSR codes* is barely integrated by any of the tour operators, and large tour operators stimulate their customers to buy local souvenirs most.
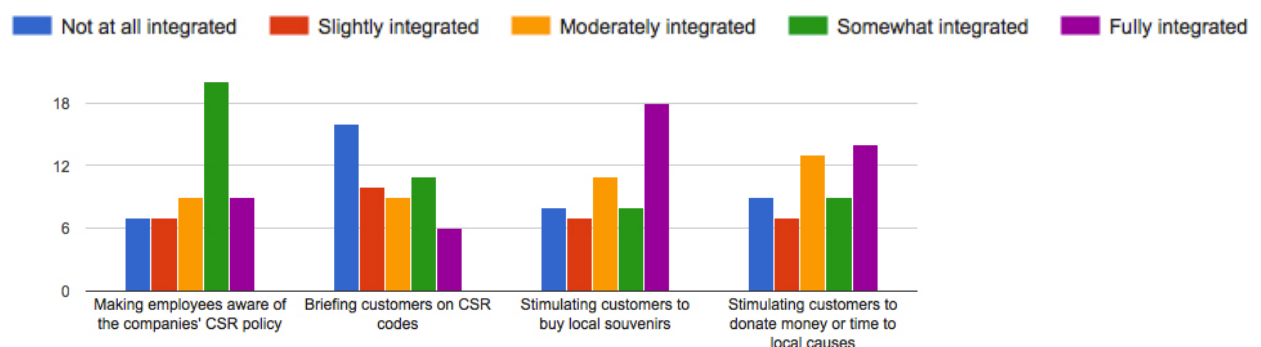
Figure 13: integration in operations

5.5 Obstacles Corporate Social Responsibility

5.5.1 Experienced obstacles

It is interesting to see that the tour operators consider all obstacles moderately applicable. This indicates that these might be issues the tour operators struggle with, but that they are not fixed barriers. The obstacle that seems to be most important is the *lack of time*, and the obstacle that seems the least applicable is the *lack of resources and knowledge.*

The comparison between the three groups [annex 3, table 7] illustrates that all obstacles are applicable to a high extent for the medium sized tour operators, and rarely for the large tour operators. The latter group only acknowledged *lack of time* as a serious obstacle in their CSR practices. The small tour operators have indicated that every suggested obstacle was moderately applicable to them.
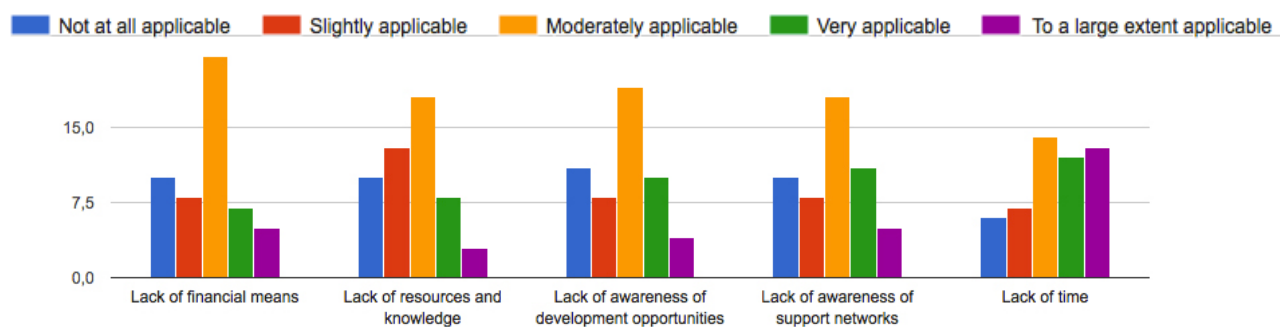
Figure 14: experienced obstacles

5.5.2 Suitable solutions

The results show that the tour operators (35%) consider the *promotion of CSR development opportunities* the most suitable solution for their experienced obstacles. The *provision of planning schedules* and *more promotion from support networks* are also indicated as helpful. The outcomes of the chart suggest that the tour operators are in need of direct support in developing new and more CSR practices. Thereby they have implied that they are in need of mentorship, promotion from support networks, and to a lower extent financial support.

When comparing the opinions between the three companies [annex 3, table 8], it became clear that the small tour operators need more guidance as they felt *provision of mentorship, more promotion from support networks, and provision of planning schedules* were solutions that would help them in practicing CSR. The large tour operators felt these solutions were suitable, however, previous data suggests that they need it more to improve their positive company image and marketing products. The medium sized tour operators have indicated that the solutions were only moderately applicable to them, most likely because they have their own projects and standards already and don't need further guidance and support in practicing more CSR.
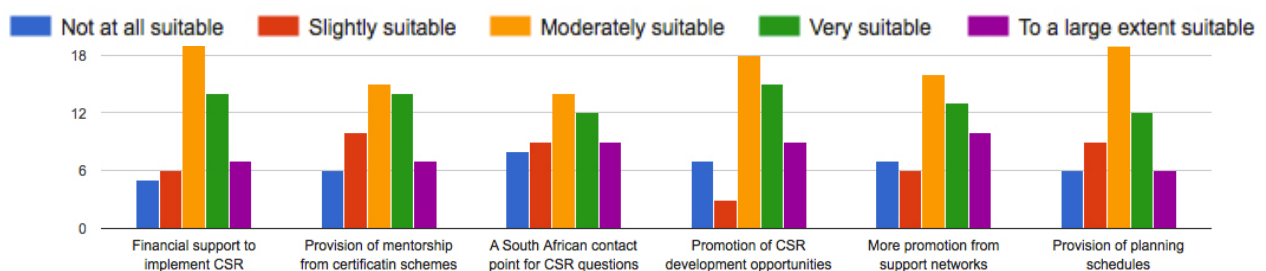
Figure 15: suitable solutions

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5.6 Certification

5.6.1 Familiar certification schemes

For tour operators, Fair Trade Tourism is the most familiar certification scheme in South Africa (89%). Travelife for Tour Operators is placed second (19%), followed by SANS 1162 (17%), and TheCode.Org (10%).

Regarding the sustainability awards organisation, the Lilizela Awards are measured to be the most familiar organisation (67%), followed by The African Responsible Tourism Awards (50%).

5.6.2 Engagement in certification schemes

The vast majority of tour operators are not members of any certification scheme (75%). Fair Trade Tourism has the most engaged tour operators (19%), followed by Travelife for Tour Operators (6%), and TheCode.Org (2%).

The cross tabulation output [annex 3, table 9] illustrates that the small tour operators are least engaged in a certification scheme, and that Fair Trade Tourism has mainly medium sized tour operators as member. One large tour operator is engaged in all certification schemes, but further no other large tour operator is engaged in a certification scheme.

5.6.3 Award initiatives

The vast majority of the tour operators have not been awarded by the Lilizela Awards or the African Responsible Tourism Awards (89%). A few tour operators have won a Lilizela Award (10%), and one tour operator (2%) has received the African Responsible Tourism Award. This implies that not many tour operators have been awarded in South Africa, and this remains an exclusive advantage for the awarded companies in South Africa.
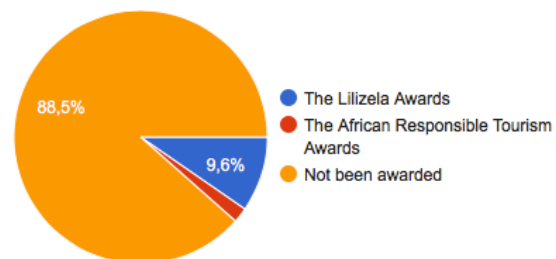
Figure 16: award initiatives

When comparing the three groups, the output [annex 3, table 10] shows that the small tour operators are least awarded compared to the other two groups, and that one small tour operator has won the African Responsible Tourism Awards, and one has won the Lilizela Awards. The medium sized and large tour operators also have a high number of companies that have not been awarded, however, both groups represent winners of the Lilizela Awards.

5.6.4 Motivation for engagement

The two main motivation indicators for tour operators to engage in a certification scheme are *marketing* and *credibility*. '*We do it for marketing purposes only, the positive contributions that we make and efforts we put in is done because we want to. Certification will make very little difference'.* Other motivations to engage in certification schemes are to *ensure long-term sustainability*, *to create awareness,* and *because it was required by our agents.*

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The main motivation to not engage in a certification scheme is that for these tour operators, recognition is not a focus. '*I don't need a validation to prove my ethics. I work with people and suppliers who I believe are doing good and have initiatives in place'.* The tour operators also stated that they have their own projects they are working on, and they don't need the support of CSR initiatives at all. '*We are not interested in certification. We run our own CSR program'.* Other motivations to not engage in certification schemes are the high costs of the membership programs, the lack of time to get everything in place, and some tour operators stated that they are unaware of the possibilities and options available.

5.6.5 Improved integration of Corporate Social Responsibility
Results show that half of the tour operators have not integrated more CSR practices after becoming a member of a certification scheme. The numbers of tour operators who did integrate more practices are relatively low. This implies that certification schemes do not necessarily result in more implemented CSR practices.

The comparison between the three groups [annex 3, table 11] illustrates that from the tour operators that are members of a certification scheme, the large tour operators have gained most as they have integrated more practices after becoming engaged. The small tour operators have least implemented more CSR practices after becoming a member of a certification scheme.
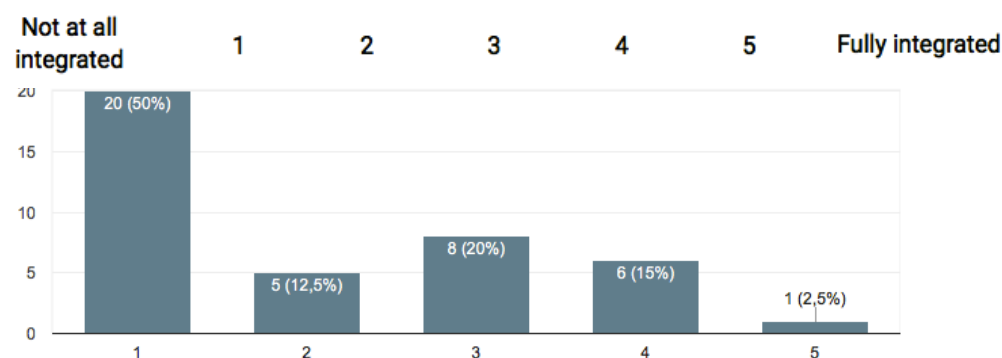
Figure 17: improved integration of CSR

5.6.7 Experienced obstacles of certification
The tour operators have identified the *unawareness of certification benefits* as the main obstacle in certification schemes (40%), followed by *the lack of information and overviews of available certification schemes* (35%). Thereby, they have also acknowledged *lack of financial means* (31%), *lack of clarity and transparency on reliability* (21%), *lack of trust* (17%), and *lack of time* (8%) as obstacles. This suggests that the awareness and knowledge about certification schemes is very low among tour operators, and that many tour operators do not have faith in the organisations due to transparency and high membership fees.

The comparison between the three companies [annex 3, table 12] shows that the small tour operators experience most obstacles, whereof *unawareness of certification benefits* is experienced most. The medium sized tour operators also experience the obstacles to a slight lesser extent than the small tour operators, followed by the large tour operators. *The lack of*

information and overviews of available certification schemes is also experienced as an obstacle by all tour operators.

5.6.8 Experienced benefits of certification

The main benefit of certification schemes experienced by tour operators is that it is *a way to increase a positive company image* (62%). The benefit of having *professional support to promote sustainable products and services* is also experienced by a large group of companies (42%). Other benefits that have been reported by the tour operators are the *third validation ensuring that the company is truly sustainable* (37%), the benefit that it *creates higher quality products* (31%), and that it works as a *powerful marketing tool* (31%). The answers imply that certification is mainly used to promote and validate the CSR practices the company has implemented towards the tourism industry and western tourists.

When comparing the three groups, the output [annex 3, table 13] shows that the majority of the tour operators feel that their main benefit from certification is the *opportunity to increase a positive company image.* The large tour operators have indicated that their main benefits of their membership are *third party validation* and the opportunity to use it as a *marketing tool.* The small tour operators feel that *creating higher quality products* is a common benefit, while the other two groups do not experience this.

5.6.9 Expected guidance and support

More than half of the tour operators (64%) identified that *becoming part of the network of sustainable clients and suppliers* from the certification schemes is most important. Many tour operators also feel that *the guidance and training on how CSR should be implemented* is very important (60%). This shows that the tour operators are interested in integrating more sustainability practices, but that they are in need of more knowledge and support from the initiative and their network. *Being recognised for CSR efforts* is also something that is found important by half of the tour operators, together with *CSR marketing and promotion support* (46%).

6. Comparing tour operators

In this chapter I reviewed the main differences and similarities between the tour operators. These outcomes are based on combined qualitative, quantitative, and literature data. The comparison between the tour operators is pictured in tables, in which the three elements of Shove, Pantzar, and Watson's practice theory (2012) are used as framework.

6.1 Differences and similarities

The data from the interviews and survey revealed three different types of tour operators based on size: small, medium, and large [annex 5]. Several researchers have previously studied that company size plays a large role in terms of business operations, and in this case the level of embeddedness of CSR in their business operations (MacGregor & Fontrodona, 2008; Budeanu, 2005; Van Wijk & Persoon, 2006; Erkuş-Öztürk & Eraydın, 2010).

The key outcomes of the characterisation of the three groups involve the differences and similarities between the three elements of meaning, competences, and materials. The tables below picture these outcomes, and make use of a three-plus system to indicate the level of applicableness of the variables. The three-plus based system has been based on the output of the collected qualitative and quantitative data in a semi-arbitrary method, as there is no concrete data that enables to divide the three groups based on the variables.

The distinguishment between moderately applicable and very applicable has been made based on the extent to which the tour operators integrated these variables in their tour operating practices. Moderately applicable entails that the company attempts to implement the variable and sometimes does, and very applicable means that the company has fully implemented the variable in their tour operating practice.

Not applicable	-
Moderately applicable	+
Very applicable	++

6.1.1 Meaning
Table 2: meaning

	Small tour operators	Medium tour operators	Large tour operators
Sustaining the future	++	++	++
Being more aware of the environment	++	++	++
Providing positive impacts	++	++	++
Giving back to	++	++	++

communities			
Improving the society	++	++	++
Social empowerment	++	+	-
CSR business perspective	-	-	++
Providing direct benefits	++	++	-
Social Responsibility	++	++	-
CSR as a marketing tool	-	-	++
Creating a positive company image	-	+	++
Responding to growing customer demands	-	+	++

The first five aspects show the similarities between the small, medium, and large sized tour operators. The main differences lie within the fact that large tour operators have a high focus on profit making in contrast to the small and medium companies. The small and medium tour operators have a higher focus on social empowerment, which is enhanced by their high interest in providing direct benefits, and feeling socially responsible. The large tour operators feel less engaged in these aspects, as they mainly focus on using CSR as a marketing tool, to create a positive company image, and are very responsive to growing customer demands. These differences result in a 'social' meaning for the small and medium tour operators, versus a 'business' meaning for the large ones.

6.1.2 Competences
Table 3: competences

	Small tour operators	Medium tour operators	Large tour operators
Required skill: Knowledge and education	++	++	++
Required skill: Being aware of sustainability	++	++	++
Sensitive for client demands	++	++	++
Offer socially and environmentally responsible tours	++	++	++
Interest in educating tourists	++	++	++

Actively involved employees in CSR	++	+	+
Employees aware of CSR policies	++	-	-
Required skill: external communication	++	+	-
Required skill: internal communication	-	+	++
Obstacle: Lack of awareness of CSR	+	++	-
Obstacle: lack of demand for CSR tours	+	++	-
Obstacle: Money	+	++	-
Obstacle: Time	+	++	-
Donating manpower and time	++	+	-
Donating financial resources	-	+	++
Employ people from disadvantaged communities	++	+	-
Employ people with an education	-	+	++
Integration of saving water/energy/waste	++	+	+
Selecting sustainable suppliers	++	+	-
Require suppliers to meet certain standards	++	++	-

Again, the first five aspects show the similarities in the competences between the three different groups of tour operators. The main differences are visible in the high involvement of employees in the CSR practices in small companies, compared to the low involvement in medium and large sized tour operators. Thereby, the small tour operators donate manpower and time, mainly employ people from disadvantaged communities, and select sustainable suppliers, which is in line with their social meaning and focus on empowering people. The large tour operators lean towards a business application of CSR by donating financial resources, employing educated people, and not selecting sustainable suppliers.

6.1.3 Materials

Table 4: materials

	Small tour operators	Medium tour operators	Large tour operators
Finances allocated to CSR projects	-	++	++
Use of code of conducts	++	-	-
Use of contracts	-	++	++
CSR on website for marketing purposes	-	+	++
Use of renewable energy resources	-	+	+
Compensating CO2 emission	+	+	-

The tour operators do not use similar materials in their CSR practice, which is mainly explained by the lack of resources of the small tour operators. The latter group does not have finances allocated to CSR projects, where the medium and large sized companies do to a higher extent. Thereby, the smaller tour operators focus on informal codes of conduct, do not use CSR for marketing purposes, and again lack resources for renewable energy resources, and compensating their CO2 emissions. The medium and large sized companies do have formal contracts in place, and make use of renewable energy resources.

6.2 Classifying enterprises

After the characterisation of the three groups and analysis of similarities and differences between the groups, a clear classification of the key priorities and practices has been discovered. The three groups each have different priorities and practices, wherewith they distinguish themselves as different (social) enterprises. The interviewed tour operators are mainly social enterprises, wherein they achieve measurable social impact alongside financial return. Their strategies range from operating to invest profits in local social and environmental projects, to mission-driven for profit and corporate philanthropy.

6.2.1 Small tour operators

The small tour operators focus on sustainability where with they want to create awareness about sustainable travel, providing benefits to local communities personally, and to give individuals empowering support (Spenceley & Goodwin, 2007; Kotler & Lee, 2005). Sustainability is embedded in their DNA, and they have an open business structure where everyone is involved in all CSR practices, and where being green and helping others is more important than making profit. They are unselfishly concerned for and devoted to the welfare of others, and will implement CSR from their beliefs for a greener tourism industry (Garay & Font, 2012). They attract sustainable and responsible tourists (Garay & Font, 2012; Frey &

George, 2010), and are therefore fundamentally a social enterprise wherein the main emphasis is on social and environmental goals.

6.2.2 Medium tour operators

The medium sized tour operators are positioned between the small and large companies, as they are working in both worlds. They have a focus on providing benefits to local communities both personally as financially (Spenceley & Goodwin, 2007; Kotler & Lee, 2005), but also pay attention to creating a positive company image in order to interest sustainable tourists (Frey & George, 2010; Garay & Font, 2012). They have a semi-open business structure wherein not all employees are involved in CSR practices, but do emphasize on expanding this. The medium sized tour operators generally have a social business enterprise wherein commercial and social goals are combined.

6.2.3 Large tour operators

The main motivations of large tour operators to practice CSR are the corresponding marketing benefits (Hamman et al., 2005), the positive company image (Frey & George, 2010), and competitiveness reasons (Garay & Font, 2012). They are pushed by overseas agents and clients to commit themselves to the growing trend of CSR (Buckley & Pegas, 2013; Frey & George, 2010; Sandve et al., 2014), and are mainly involved in corporate philanthropy. These companies have a closed and hierarchal business structure, where only a few employees or departments are fully invested in practicing CSR. Large tour operators are generally mission-driven for profit, where CSR and social impact are considered add-ons to the core business agenda (Hamman et al., 2005; Frey & George, 2010).

6.3 Corporate social responsibility in South African context

In South Africa, corporate social responsibility is shaped and influenced by local circumstances and South African history. Both the interviewed tour operators as the literature data, showed that South Africa is still faced with extensive unemployment, poverty, and inequality (Hamman et al., 2005). The tour operators stated that sustainability and CSR is very much developing, but that South Africa is still far behind of the European standards. South Africa has different problems to deal with such as poverty, poor education, lack of sanitation, and lack of water. *'When you are facing problems like this, sustainability is not high on the priority list for most people'* (Interview Drifters Adventures).

Thereby, the tour operators claim that their main struggle in South Africa is to bridge the gap between rich and poor. '*Lack of education is an on-going challenge together with the high rate of unemployment*' (Interview P&G Tops). The severe shortages in the basic educational system lead to massive skill shortage, which feeds the already high unemployment rates. These two challenges rotate in circles, reinforce each other, and are disadvantageous in the process of bridging the gap. The solution here lies in better education, and more employment opportunities. Researchers believe that sustainable tourism can support in addressing these problems (Ashley, Roe, & Goodwin, 2001; Van der Merwe & Wöcke, 2007; Hamman et al., 2005; Spenceley & Goodwin, 2007), which is supported by the tour operators. *'Sustainable tourism can provide employment opportunities and also raise funds for better education'* (Interview Abang Africa Travel).

6.3.1 Recycling

Another issue raised by the tour operators is the lack of infrastructure for recycling. '*In Europe you have a separate waste collection service, and waste will be collected separately. But if you want to recycle in South Africa, you must bring it to the recycle place yourself, which makes it difficult to start*' (Interview Abang Africa Travel). They stated that South Africa has a very long way to go when it comes to sustainable practices in everyday life. '*It is very much the minority of people that actually practice sustainability at home, and it is not that the people do not want to do it, they just don't have the means to do it yet*' (Interview Jenman African Safaris). The tour operators argued that it has to come from both the government as the community. '*'It has to start at home for South Africa to be able to be sustainable. And the government needs to be involved in that mainly, as they have the power and the means to change this*' (Interview Jenman African Safaris). The goal is to eventually get to a point where the community is fully on board, supported by larger (tourism) organisations and the government, and that a win-win situation is created where everyone is fully involved.

6.3.2 Black Economic Empowerment

South Africa's social environment has been forcefully influenced by the apartheid and inequality (Spenceley & Goodwin, 2007). It is no surprise that the concept of CSR also has been influenced by the apartheid and the introduced BEE strategy. The Black Economic Empowerment aims to empower black, disadvantaged communities by the use of BEE regulations, and by providing employment opportunities and education possibilities. The sustainable tour operators argued that the BEE regulations have an impact on CSR in South Africa. '*The black empowerment strategy influenced a lot of spearheaded of the CSR movement, and outsiders became interested in the opportunity linking from BEE to CSR, moving towards sustainability and environmental responsible tourism practices. It is a whole chain of events*' (Interview ATC).

Other tour operators also acknowledged the impact of BEE on their sustainable business practices; '*BEE challenges us to use our resources effectively, and to make sure we are listening to what is needed. Tourism and communities have to communicate, for all of our products to work*' (Interview Awol Tours). Other tour operators claimed that they started to see the communities wherewith they work more and more as partners. '*A lot of people's lives have changed dramatically as a result of serious intentions of changing the way things were done. In tourism, there was a big push to focus on opportunities for black role-plays*' (Interview Coffee Beans Routes).

The tourism industry is moving towards empowering more people and it is a slow process, but it is there and it is happening. '*Training is a key area where we can change the way people are thinking about the sector and themselves*' (Interview African Insight). More tour operators see BEE and CSR intertwined by arguing that the main potential of tourism is '*to educate, to train, and to provide real jobs and livelihoods for communities*' (Interview Coffee Beans Routes). South Africa has a high number of uneducated and unemployed inhabitants, but the majority of that group lives in the disadvantaged communities. The BEE strategy has the aim to change this, and it starts at the government and at the schools. '*We cannot just*

employ black people from disadvantaged communities. They need to be educated and trained first, and this is a challenge and a problem for some tour operators' (Interview Abang Africa Travel). Tourism companies need to invest in uneducated employees by combining BEE and CSR, and give them the opportunity to create a decent livelihood. *'I feel we have had a great mindshift as far as that goes'* (Interview Fairfield Tours).

6.4 Developing the sustainable tourism industry

The South African challenges and struggles have shaped and influenced the current tourism industry in South Africa, and the sustainable tour operators are playing a meaningful role in improving the situation and in the development of the sustainable tourism industry. Together they are working on the institutionalisation process of CSR towards a dominant practice, wherewith the BEE movement and certification schemes have contributed to by providing structure, rules, and guidelines.

The tour operators are working together, and even though they work with different business structures, strategies, motivations, and resources, there is a shared set of practices. All tour operators are sustaining the future by providing positive impacts to the environment and communities by either providing of money or manpower. They are also very aware of the environment during their tour operations, try to litter less, and instruct and educate tourists about nature and communal conservation. They are creating awareness about CSR to make tourists and other participants in the tourism industry more aware of its importance and the impact it could have on the tourism industry as well as on South Africa's social situation.

The fact that the tour operators have different business structures, strategies, motivations, and resources makes that the tour operators also have different ways to improve communities livelihood, and to integrate sustainability in the South African tourism industry. Small and medium tour operators focus on social empowerment of individuals of disadvantaged communities, by educating and employing these people themselves. Several of these tour operators also started their own projects to support good education, while the larger tour operators mainly donate money to existing projects that support schools and community centres.

The small tour operators have founded their business for specific reasons such as protecting the environment, or improving the future of disadvantaged communities. Due to this specific focus, they are providing direct benefits to a small group of people. The larger tour operators are working with a focus on profit, and invest parts of their revenue in community and environmental projects, and they are providing indirect benefits that have impact on a larger group of people. The means are different, but the support of different tour operators provides fundamental opportunities and development for South African communities and the environment, and it is a large step in the right direction towards a sustainable tourism industry in South Africa.

7. Conclusion and discussion

This research started with the aim to find out to what extent CSR as a social practice, is embedded in the business operations of tour operators in South Africa. In order to do so, four sub questions were developed to contribute to the main purpose of this thesis. The answers to these questions, provided by the collected data, provide a full in-depth answering explanation and description to the extent in which CSR is embedded in the business operations of South African tour operators.

7.1 What is the understanding of Corporate Social Responsibility in tourism among South African tour operators?

The general understanding of CSR among tour operators in South African tourism is well defined, namely that it is all about sustaining the future, being aware of the environment, providing positive impacts to the environment and communities, giving back to communities, and improving the society. However, there are important differences in the understanding of CSR between the different company sizes, which are translated in different ways of doing.

The small tour operators are social enterprises, where social responsibility and empowerment are highly important, and where practicing sustainably is more important than making high profits. This is translated in them dedicating time and manpower to social and environmental projects, empowering locals by personally training and employing them, having all employees involved and aware of CSR, and their requirement to suppliers to also work sustainably.

The medium sized tour operators combine social and commercial goals, as they emphasize on community empowerment while creating a positive company image and making profits. This is converted to their practices in terms of dedicating time, manpower, and financial means to projects, employing both educated and uneducated people, involving as much employees in CSR practices as possible, and requiring their suppliers to also work sustainably.

The large tour operators mainly practice CSR for the financial benefits, to create a positive company image, but also 'to do good'. Their focus is on generalising maximum profits, while supporting local communities and projects. This is translated to their practices in terms of mainly dedicating financial means to projects, having one small team involved and responsible for CSR, using CSR as a marketing tool and as a means to improve the company image, solely employing educated people, and not obliging their suppliers to practice CSR.

The understanding and implementation of CSR in South Africa is influenced by specific factors, such as the high unemployment level, poverty, and inequality. Therefore, the main focus of CSR in South Africa is about sustaining the future for both communities and the environment, and the aim of providing positive and beneficial impact on both aspects. In South Africa, CSR is considered useful to create awareness and to educate tourists about

sustainability. Extremely important is the ever-changing knowledge about CSR that entails tour operators to be continuously innovative and educated in order to keep track of the evolving concept of CSR, supported by the Black Economic Empowerment movement.

In South Africa, CSR and the BEE movement are working together on the social goals regarding the disadvantaged communities. Their social goals are comparable and their practices are enhancing one another. As the BEE movement has influenced the definition of CSR, naturally they share similar characteristics. The BEE strategy has helped the sustainable tourism industry to empower more people from disadvantaged communities, and to improve their lives. It is a slow process, but there has been a mind-shift and more companies are committed to both Black Economic Empowerment and corporate social responsibility.

7.2 How is Corporate Social Responsibility embedded in the business operations of Tour Operators in South Africa?

CSR has been fairly well embedded in the business operations of tour operators. This has been derived from the fact that all tour operators involved in this study have translated their CSR understanding and meaning of focusing on sustaining the future, being more aware of the environment, providing positive impacts, and improving the society, in tangible practices. In South Africa, these tour operators are all donating time, manpower, or financial means to social and environmental projects, are educating themselves, local communities, and tourists on CSR, are being aware of sustainability, and are all offering socially and environmentally responsible tours.

CSR is embedded in such a way that tour operators feel that supporting communities is a natural thing to do, either personally or financially. All tour operators had several projects and initiatives they were working with in order to improve the livelihood of communities or to conserve the environment. Thereby, they felt that being aware of sustainability was the most important skill needed, which implies that they are at least committed to the basic principles of CSR. The level of CSR embeddedness of sustainable tour operators depends on several factors, which are mainly related to company size. The features that influence the level of integration are the business structure, the motivation for sustainability, and the resources of the companies.

7.2.1 Business structure

The business structure of the tour operators has an important influence on the embeddedness of CSR. The level of embeddedness is influenced by the way the tour operators have structured their practice-arrangement bundle. This bundle consists of all elements tour operators practice in order to function, such as internal management, product development, sales, marketing, purchasing, and operations. The level of embeddedness is determined by which extent CSR is incorporated in these departments.

7.2.1.1 Corporate social responsibility throughout company

The companies that have implemented business structure A [Figure 2: business structures] are small tour operators. They do not have different departments but work in a flat hierarchy in which employees work together on all elements of tour operating, which allows

for direct communication and constant feedback and self-improvement. This ensures that CSR is integrated in every decision-making process, and that all employees are involved in CSR practices. This business structure makes it less complicated to embed CSR. Thereby, considering the fact that small tour operators do not consider CSR as a business focus, are unselfishly concerned for and devoted to the welfare of others, respond to local and global societal concerns, and implement CSR from their beliefs for a greener tourism industry, makes that they have fully embedded CSR in their practice-arrangement bundle of tour operating.

7.2.1.2 Corporate social responsibility in all departments
The tour operators that have implemented business structure B [Figure 2: business structures] are mostly medium sized tour operators. They have multiple different departments in their practice-arrangement bundle, and work in a semi-flat hierarchy. This means that all employees are involved in CSR, but are working in different departments and answer to the department managers. Due to this lack of direct communication among employees, embedding CSR is a bigger challenge. However, the companies with this business structure have integrated CSR in all departments, and focus on internal communication to support this incorporation. As these companies are driven by legitimisation and respond to a wider range of stakeholders that engage with the company, the tour operators focus on both their agents' demands as local and global societal concerns. The medium sized tour operators face the challenge of incorporating CSR in all departments while combining their commercial and social goals, but have managed to embed CSR in all departments and to integrate CSR in decision-making processes.

7.2.1.3 Corporate social responsibility from one department
The companies that applied business structure C [Figure 2: business structures] are mainly large tour operators. They have several different departments, and work in a hierarchy. These tour operators operate their CSR practices from one department, which is either the management department where directors execute the CSR strategy, or a specific CSR department with a CSR manager. Some tour operators have a strong CSR department that integrates CSR practices in all other departments and involves all employees. Other tour operators integrate CSR only in a few departments where CSR is most useful. For these large tour operators, CSR is a business focus and considered an add-on to the core business agenda. Companies driven by competitiveness and profit-maximising reasons will focus on their shareholders and investors, which is explained by the high respond rate to client and agents demands. The large tour operators generally have CSR on a side-track, which they implement in their business strategy, and embed these practices in the departments where they are most useful for their marketing benefits, the positive company image, and to make an impact on the social and environmental features in South Africa.

7.2.2 Motivation for sustainability
The business structure influences and has also been influenced by the motivation to practice CSR. The motivation of tour operators to practice CSR has determined their business strategy and whether the company will focus on providing benefits to local communities in a self-sustaining way or if they will focus on maximising profits. The smaller tour operators

have a self-sustaining business strategy, and a personal motivation for a greener tourism industry and better livelihood for local communities. Therefore, they attach higher value to the integration of sustainability on these aspects. Medium sized tour operators have a social business strategy, and combine commercial and social goals. They are working hard to make an impact on the livelihood of communities, while running the company aiming for profits. Larger tour operators have a motivation for maximising profits and mainly see CSR as an add-on. This means that the CSR integration is often less due to the fact that sustainability is not a key priority for the company.

7.2.3 Resources
The motivation of the tour operators can be very strong, but if there are no resources such as money and manpower, there is no full integration. Many small tour operators argued that they lack resources to implement all their sustainability plans. The larger tour operators often do not experience this obstacle as they make enough profits to invest in CSR projects. The level of embeddedness also depends on the extent to which the companies experience other obstacles regarding CSR, as these may be factors slowing them in their progress towards full CSR embeddedness and integration.

7.3 What are the perceived obstacles of Corporate Social Responsibility by South African tour operators?
Practicing CSR is not always an easy and simple process, as there are several challenges and obstacles slowing down the implementation process. The literature research identified five main obstacles regarding practicing CSR, which were obtained from multiple worldwide studies about CSR and sustainability. The literature defined *lack of financial means, lack of resources and knowledge, lack of awareness of development opportunities, lack of awareness of support networks, and lack of time* as main obstacles. The outcome of the interviews and survey revealed four main obstacles South African tour operators are experiencing regarding CSR practices and implementation.

7.3.1 Obstacles
The found obstacles from both the literature research as the South African study overlap for most part. However, the obstacles experienced by the South African tour operators are more related to the awareness level of tourists about CSR and their demand for these tours.

7.3.1.1 Lack of demand for Corporate Social Responsibility tours
An important obstacle that is experienced by tour operators is the lack of demand for CSR tours by tourists, caused by the perceived high prices that are attached to sustainable tourism, and to the limited offer of sustainable accommodations. Sustainable tourism is still considered a niche market, and tourists often dismiss sustainable travel due to the perceived high costs.

7.3.1.2 Lack of awareness of Corporate Social Responsibility
This obstacle identified by the tour operators is similar to the obstacle *lack of resources and knowledge* (Arevalo & Aravind, 2011), and points at not having enough knowledge about CSR practices and its implementation process, lack of CSR skills, and lack of knowledge and

awareness on CSR innovations (Vasilenko & Arbačiauskas, 2012; MacGregor & Fontrodona, 2008). The tour operators generally summarized this as 'lack of awareness of CSR' whereby they stated that they couldn't control what other companies in the South African tourism industry are doing. There is a lack of general understanding and awareness among those companies, as practicing CSR can be well combined with making profits.

7.3.1.3 Lack of financial means

Both the literature study as the outcome of the interviews and survey identified the lack of financial means as an obstacle. The literature described it as *lack of sufficient financial resources for CSR* (Arevalo & Aravind, 2011; Vasilenko & Arbačiauskas, 2012), and tour operators claimed that the never-ending wheel of sustainability is the cause. Sustainability is a continuous investment, which means that everyone is always lacking financial means if they want to be on top of the evaluations of the CSR practices.

7.3.1.4 Lack of time

The literature states that *CSR implementation is too-time consuming* (Arevalo & Aravind, 2011; Vasilenko & Arbačiauskas, 2012), which is supported by the tour operators. They stated that they would be able to be more sustainable and more supportive to communities and environment if they had more manpower and time.

7.3.2 Impact company size

Naturally, not all obstacles are experienced to the same extent. There are important differences between small, medium, and large tour operators.

7.3.2.1 Small tour operators

The small tour operators experience the obstacles as moderately relevant, mainly because they work with their own projects whereby they personally support local communities and the environment. The obstacles regarding having lack of time and money are only slightly relevant as they have their projects in-house, and are doing everything they are capable of. Their social and environmental focus automatically attracts like-minded tourists, which makes the obstacles of *lack of awareness of CSR and a lack of demand for CSR tours* less relevant.

7.3.2.2 Medium sized tour operators

The medium sized tour operators consider the obstacles as very relevant, which can be explained by the fact that they are trying to combine commercial and social goals. They have a lot of plans regarding supporting communities and conservations, but also want to make some profit. Therefore, the obstacles such as the *lack of awareness of CSR and the lack of demand of CSR tours* are also slowing them down, as they try to operate as sustainable as possible but depend on the aware tourists to book with them.

7.3.2.3 Large tour operators

The large tour operators identified the obstacles as slightly relevant. These tour operators focus on maximising profit, and are mainly involved in philanthropy. This entails that they are not limited by *lack of time or money* in practicing CSR. These large tour operators have

enough manpower and financial resources to be involved in the projects they seem valuable. The obstacles of *lack of awareness* and *a lack of demand for CSR tours* are not particularly relevant, as CSR is considered an add-on. They also attract tourists that do not specifically look for CSR holidays.

7.4 The influence of certification on Corporate Social Responsibility

Certification has been defined as a procedure that assesses, audits, and awards companies that meet or exceed their specific standards. Sustainable certification schemes explicitly focus on the CSR practices of businesses, wherein the main focus lies upon environmental and social aspects. Sustainable certification schemes in the tourism industry aim to improve the environmental, social, and economic performance of tour operators. They do this by providing strict standards the companies have to comply with wherewith they create a sort of structure the companies can rely on. Thereby, the schemes deliver all needed skills and competences, and offer some support in implementing these.

The main motivation of tour operators to engage in certification schemes is that the process of certification enables overall improvement. The tour operators claimed that going through the process was very educational and informative, and supported them in looking critically at their own (CSR) practices. Thereby, the certification schemes provide third-party validation and network opportunities, have the ability to spread knowledge and empower people, and are able to contribute to the development of a sustainable tourism industry in South Africa.

Even though engagement in certification schemes provides these benefits, not many South African tour operators are certified. The foremost reasons for this are the high costs and low benchmark of South Africa's most familiar certification scheme Fair Trade Tourism. The second largest scheme in South Africa is Travelife for Tour Operators, and even though this scheme is affordable, not many companies are aware of its existence. The general obstacles that retain them from engaging in a certification scheme are high costs for memberships, high workload in the certification process, and the amount of time required to complete the process.

Evaluating the benefits and advantages of certification schemes and the obstacles sustainable tour operators are experiencing, the influence of certification on CSR as a social practice is very limited as only few tour operators are involved. However, there is potential for these schemes to have a higher influence if the membership costs are lowered, more awareness is created about the existing membership, and the certification process is eased in terms of workload and time. Thereby, certification schemes are too focused on audits and awarding companies, while they should focus more on the integration of CSR in the companies that are in the certification process. By all means, certification is a potential important feature in the implementation process of CSR.

The awards initiatives have less potential to support the level of embeddedness of CSR in the business practices of tour operators. Based on the outcome of the qualitative and quantitative data, only a few tour operators have won a Lilizela Award or an African

Responsible Tourism Award. These tour operators argued that the procedure of entering these awards is difficult and extensive, and that they maintain very strict standards regarding sustainability implementation. Due to the limited number of yearly winners, it does not have a sincere influence on the embeddedness of CSR in business practices of tour operators, but acts as a stimulator for implementing CSR by being rewarded for it.

7.5 Embeddedness of Corporate Social Responsibility

Generally, CSR has been embedded in the business operations of tour operators. However, the level of embeddedness varies, as the tour operators are in different stages of the implementation process of CSR. All tour operators share the understanding of the concept of CSR, but interpret and implement it differently. There are fundamental differences in the meaning, competences, and materials between the company sizes small, medium, and large, and between their business structure, business strategy, and resources.

Thereby, the tour operators are experiencing certain obstacles that restrain the process of implementation. The obstacles such as the lack of awareness, the lack of demand for CSR tours, and especially the lack of financial means and time, were acknowledged by the larger part of the tour operators.

Together these aspects and obstacles influence the level of embeddedness and explain the existing fundamental differences between the three company sizes. These three groups will most likely not be able to implement CSR to the same extent due to the different structures, strategies, resources, and obstacles, but there are possibilities to maximise their CSR performance to their own ability.

7.5.1 Corporate Social Responsibility as a dominant practice

Even though the understanding and practices of CSR differs between the groups, they are all focused upon sustaining the future and developing the sustainable tourism industry. By combining their efforts and strengths, CSR can turn into a dominant practice within the South African tourism industry. These so-called dominant practices orient the ways in which people prioritize and spend their time (Shove, Pantzar & Watson, 2012). As these practices are being endorsed at multiple levels and reproduced consistently through people's lives and organisations, these practices become dominant (Shove, Pantzar & Watson, 2012).

For CSR to become a dominant practice in the practice-arrangement bundle of tour operating, all elements will need to integrate sustainability. This means that the different practices, such as internal management, product development, sales, marketing, purchasing, and operations, will need to fully integrate CSR.

However, in order for CSR to become a dominant practice, it first needs to have a certain degree of routinisation, which can be originated in the institutionalisation of CSR. The process of institutionalisation is a development in which missions, visions, policies, and strategic plans are translated in action guidelines (Mont, 2004). It aims at integrating fundamental values and objectives into the culture and structure of an organisation

(Seitanidi & Crane, 2009). A practice is only institutionalised if it is connected to the culture, the quality system, and other driving forces in the industry (Seitanidi & Crane, 2009). The process of institutionalising CSR has already begun, which is illustrated by a similar understanding of CSR among tour operators, the shared set of CSR practices, and similar mind-sets towards the development of the sustainable tourism industry. CSR has been institutionalised based on these aspects, but there are still important differences between the tour operators.

Certification is a potential instrument in the institutionalisation process of CSR. The South African government sees certification as a powerful tool for promoting responsible and sustainable tourism development (Mahony, 2007; Dodds & Joppe, 2005). Certification schemes provide structure with their sustainability standards, which specify the framework for sustainable development (Graci & Dodds, 2014; Dodds & Joppe, 2005). This makes certification more than just a material aspect, as it provides a reflexive process of social learning to adapt and monitor the practices of CSR (Graci & Dodds, 2014). Certification also delivers all needed competences and skills, and is offering support and guidance in implementing these competences in daily operations (Lindgreen & Swaen, 2010; Graci & Dodds, 2014). The only remaining issue is that certification needs to grow in both size as credibility before it can be used as a tool for institutionalising CSR (The Visit Initiative, 2004; Font, 2003).

7.6 Reflections

This study has specifically focused on the level of CSR embeddedness in the business practices of tour operators in South Africa, and has made use of theories and literature about practice theory, corporate social responsibility, and certification. The analysis within this study sheds light on this literature in several ways, and has enriched existing literature with new findings and discoveries.

Practice theory has not been combined with tour operating and CSR before, and therefore this study has contributed to existing literature. This theory has showed to be an innovative approach to unravelling the practice of tour operating and the embeddedness of CSR. Thereby, it also enabled to identify the potential role of certification as a tool in the institutionalisation process, and discovered the main obstacles that prevent certification to be of service in the development of CSR towards a dominant practice in the tourism industry.

7.6.1 Practice theory

Practice theories offer a new perspective on tourism by focusing on social practices as the starting point of research (Lamers, van der Duim & Spaargaren, 2017). It is a new way of looking at tourism, and for this study it provided opportunities of discovering how CSR is embedded in business operations of tour operators by decomposing the practice-arrangement bundle of tour operating. Looking at the meaning, competences, and materials of CSR separately made it possible to obtain relevant in-depth information of the tourism

practice, the understanding of CSR among tour operators, and the extent to which these tour operators have embedded CSR practices.

Especially the insights of Nicolini (2009) have contributed to this study. By zooming in on CSR independently, and zooming out to see the whole practice-arrangement bundle of tour operating identified how CSR influenced the practice arrangement of tour operating, and to what extent CSR practices were integrated in this bundle. By unpacking the complexity of CSR as a social practice, its obstacles, challenges, and other influences were identified. This will help in the development of tailored plans with structured guidelines to institutionalise CSR in the tourism industry.

7.6.2 Corporate Social Responsibility in South Africa
Many different authors have defined the concept of CSR, and there are many variations in their perspectives. Generally, CSR has been defined as the responsibility of an organisation for the impact of its decisions and activities on society and the environment through transparent and ethical behaviour that contributes to sustainable development, health and the welfare of society, takes into account the expectations of stakeholders, is in compliance with applicable law and consistent with international norms of behaviour, and is integrated throughout the organisation and practiced in its relationships (ISO, 2012; Kotler & Lee, 2005).

This study shows a similar understanding of CSR among tour operators in South Africa, which demonstrates that this concept has been embedded in the South African tourism industry, whereby tour operators have translated this understanding in different practices that support in sustaining the future, providing positive impacts to communities and environment, and improving the society.

CSR is seen as a value-driven journey, primarily influenced by the development of environmental consciousness, and personal, socio-cultural, and situational factors of local tour operators (Garay & Font, 2012). In this study, these factors have been identified as the South African challenges such as unemployment, poverty, and inequality. Thereby, other situational factors that influence CSR practices have been acknowledged, such as company size, business structures, business strategies, and resources.

This study therefore shares the perception of authors who stated that there are significant differences between company sizes when it comes to perspectives (Budeanu, 2005), sustainability reporting (Van Wijk & Persoon, 2006), and relationships (Erkuş-Öztürk & Eraydın, 2010). These authors have all identified significant differences between the company sizes and provided support in the conclusions of this study.

7.6.3 Role of certification in Corporate Social Responsibility
The existing literature studies identified certification schemes as procedures that assess, audit, and award organisations that meet their requirements, and set the bar in terms of strict sustainability standards (Hamman et al, 2005; Bien, 2007; Mahony, 2007; Graci & Dodds, 2014; Dodds & Joppe, 2005). The ideal sustainability scheme requires a set of criteria

for better environment and social performance to complete the triple bottom line, and is achievable by a significant proportion of the tour operators (The Visit Initiative, 2004).

Existing literature addresses certification as an important tool in CSR integration because it has proved to be extremely effective in generating real benefits for environmental protection and sustainable development (Font & Buckley, 2001) as it helps to promote sustainably produced and traded tourism products (Mahony, 2007). Thereby, it plays an increasing role in monitoring and regulating companies (Mahony, 2007), the implementation of CSR standards, and the provision of clear structure and guidelines. Also, it gives the tour operators third party validation (Dodds & Joppe, 2005; The Visit Initiative, 2004), and makes the sustainable products more visible to tourists (European Ecotourism Network, 2013; Toth, 2002).

However, the literature also acknowledged several issues around certification such as the high number of schemes available that causes a lack of overview, the high costs of memberships, the lack of credibility, the lack of proven marketing benefits, and a low consumer demand. These aspects were also recognised by the South African tour operators, and have a restraining effect on the companies to engage themselves in a certification scheme. The tour operators feel that the advantages are not worth the disadvantages.

Due to the list of disadvantages, certification schemes have a negative reputation in South Africa, but tour operators argued to see potential and acknowledged perceived positive elements such as the networking benefits with like-minded companies in the industry, the structure certification brings to a company, and the CSR guidelines that ease the process of implementing sustainable practices.

Certification has potential to become an important tool in the routinisation of CSR in tour operating practices due to its provision of clear structure and guidelines regarding implementation and practicing of CSR. However, first the disadvantages of certification schemes need to be changed into benefits for tour operators and the tourism industry, in order for them to be willing to engage.

7.7 Recommendations
Based on this study, I am able to give several recommendations for different stakeholders regarding the institutionalisation of CSR, the level of embeddedness of CSR in tour operating practices, and the role of certification in these processes.

7.7.1 Institutionalisation
For CSR to become institutionalised and possibly even considered a dominant practice, a clear plan needs to be developed wherein several stakeholders such as the South African government, (local) tourism companies, and local communities work together and combine all elements of the institutionalisation web. The institutionalisation web [Figure 1: the web of institutionalisation] shows different scopes of the institutionalisation process that influence the meaning, competences, and materials of tour operators, and thereby also the practice-arrangement bundle of tour operating. Together, these elements form a web in

which they are interrelated and linked in a specific way and reinforce each other (Levy, 1999).

Sustained long-term institutionalisation of CSR requires the co-existence of all 13 elements, and cooperation, consultation, and negotiation between relevant groups at different levels (Levy, 1999). Full institutionalisation of CSR will only be achieved if all involved stakeholders share a similar mind-set and if all elements are deployed to the routinisation of the practice of CSR. A practice is only institutionalised if it is connected to the culture, quality system, and other driving forces in the industry (Seitanidi & Crane, 2009).

The institutionalisation web consists of four different spheres that all have a different influence and impact on the institutionalisation process of CSR. These spheres are equally important and require the participation of diverse stakeholders from different levels in order to ensure a long-term routinisation of CSR.

Policy sphere
This scope focuses upon political commitment, resources, and policy planning, and mainly depends on the government to provide and implement these elements. The role of the government entails being responsible for developing rules and regulations in the tourism industry, and having the power to implement sustainability standards and make them obligatory for the industry. In order for CSR to institutionalise, political commitment is indispensable as it provides fundamental support for the implementation of CSR practices and the tourism industry. Another role of the government is the provision of resources such as financial means, time, and manpower.

Both tour operators and literature data (Hamman et al., 2005) identified limited government capacity as a restraining force of CSR development, which implies that the involvement of the government is crucial and indispensable. The government needs to take fundamental steps to involve as many stakeholders as possible in the routinisation process of CSR and to cooperate in the process towards full institutionalisation of CSR.

Organisational sphere
Tour operators are the most important stakeholders in the organisational sphere as they have the highest influence on direct implementation of the elements procedures, staff development, and policy planning. Certification schemes and the Black Economic Empowerment (BEE) movement are able to support in this scope by providing structure and guidelines for staff involvement and CSR procedures. Tourism companies need to invest in training and educating disadvantaged communities by combining the BEE movement and CSR, in order to provide employment opportunities and to use CSR for social change (Hung, Tan & Koh, 2006). Due to the clear but strict sustainability standards of certification schemes, they are also useful in the planning of policies, together with the South African award initiatives and SATSA (Southern Africa Tourism Services Association).

Delivery sphere

To sustain long-term CSR institutionalisation, the elements methodology, theory building, applied research, and the delivery of programmes and projects are essential. In this study, tour operators and literature data have defined CSR as a never-ending wheel and ever-changing concept. In order to keep up with these developments it is important that CSR is being studied, that stakeholders are educated, and that different approaches are considered. The routinisation of CSR is not a short-term process and will need adaptions and improvements for the process to move forward. It is important that the tourism industry evolves with the ever-changing concept of CSR, and that by cooperating with all stakeholders and implementing all elements, the routinisation of CSR keeps developing.

Caused by clear policy planning, staff development, representative political structures, and community experiences, programmes and projects will be developed in order to support the integration of CSR. These projects and programmes will need to focus on implementing CSR practices in the industry, and providing support in facing and improving South Africa's challenges such as unemployment, poverty, and poor education. This will also support the tour operators that perceived time and financial means significant obstacles, as this process will support in working around these challenges.

Citizen sphere

Diverse stakeholders from different levels are needed for full routinisation of CSR in the tourism industry, which means that local communities play an important role in this process due to the impact CSR has on their society. The empowerment of these communities is integrated in the understanding of CSR and their experience, interpretation, and cooperation influence the routinisation process of CSR. The representative political structures and procedures are there to support the application of the triple bottom line and to include the communities whereby the pressure of political constituencies ensures equal influence and density of CSR implementation.

7.7.2 Full embeddedness of Corporate Social Responsibility

For tour operators to embed CSR and to contribute to sustainable tourism development, it is important that they create more awareness about the concept in the tourism industry and among tourists. The latter can be achieved by educating tourists on the social and environmental elements of CSR practices in South Africa. Only with support of the industry and market, full embeddedness will be possible. By collaboration of all stakeholders in the tourism industry, challenges such as lack of time and financial means can be overcome, and the combined efforts will have greater support and impact on the sustainable tourism development. It is important that all stakeholders are involved based on their own ability.

Additionally, in order to integrate CSR to a higher extent, tour operators should consider engaging themselves in certification schemes. Only when many companies engage in the certification process, the awareness around certification will grow and the schemes will have a larger platform on which they can provide their structure, guidelines, and standards.

7.7.3 The role of certification

For certification schemes to become an important tool in the process of embedding CSR practices in tour operating, and also in the institutionalization process, the schemes need to focus on increasing the awareness for themselves among tour operators to attract more members. The main issue with certification schemes is that tour operators feel that there are more disadvantages than advantages.

Their appearance will change when they higher their benchmark, are transparent about the certification process, create accurate marketing and networking benefits in the industry, and focus more on supporting tour operators in integrating CSR practices, in order to contribute to a higher level of embeddedness in their practice-arrangement bundles.

Regarding the web of institutionalisation, certification schemes are in the position to influence the process by supporting the policy planning, procedures, and staff development. By providing guidelines, structure, and sustainability standards, these schemes are able to influence the perceived meaning, competences, and materials of CSR. In order to achieve long-term institutionalisation of CSR, all stakeholders need to share a similar mind-set and all elements need to be positioned, and certification schemes have potential to be the pivotal tool, if their reputation and platform reach increases.

7.8 Further research

Due to limited time and access to sustainable tour operators in South Africa, certain considerations had to be made regarding the methods used in this study.

Lamers, van der Duim, and Spaargaren (2017) describe that practice theories are able to deliver descriptions by primarily use of qualitative data and techniques, following similar ethnographic approaches of 'following the actor' or 'following the practices' (p 61). This study has used practice theory to obtain in-depth descriptions of tourism practices using qualitative and quantitative data, and has zoomed in on the individual practice of CSR, and zoomed out to see the relation of CSR in the practice-arrangement bundle of tour operating.

In order to take this study further, ethnographic approaches should be used to make the steps visible through which a particular practice is (re) produced, and to reveal the underlying complexities of this practice in its practice-arrangement bundle (Lamers, van der Duim & Spaargaren, 2017). This approach of looking at CSR requires following the business practices of tour operators close by and internally, to enable a zooming in process that does not only resort to perspectives, but goes further into the existence, working, and consequences of the CSR practice.

Thereby, it would also be noteworthy to dive deeper into the role of certification. What exact aspects of CSR does it influence, and what needs to be changed or improved for the schemes to become a more important tool in CSR implementation? Further studies should be focusing on the most suitable strategies to increase the awareness of certification, and to identify the main obstacles that the certification schemes themselves experience.

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9. Annex 1

Item list interviews

1) Introduction company
- Description of interviewee
- Description of company
  - Type of company
  - Number of employees
  - Number of tourists per year
  - Existence of company in years

2) Corporate Social Responsibility (Meaning)
→ *Determine the company's definition of CSR*
→ *Focus on the definition and interest in CSR and the underlying motives/reasons*
- Defining CSR
- Influence of black empowerment and inequality on CSR
  - To what extent is this social issue that influences CSR?
  - How does this influence the tour operator industry in SA/your company?
- Influence South African issues on meaning / understanding CSR
- Interest and motivation CSR
  - For the respondent
  - The company
  - The society

3) Corporate Social Responsibility (Competences)
→ *Focus on the actions/proceedings focused on CSR and sustainability*
- Number of employees that is actively involved in CSR
  - Practitioners
- New skills and competences necessary for implementation CSR
- Number of departments within the company
  - CSR implementation (to what extent and how)
  - How is CSR implemented in the organisation?
  - Which employees are involved?
  - How is CSR translated in the organisation?
- Influence of CSR on company practices per department
  - Obstacles?
  - Benefits?
  - Change in development due to CSR (direct effects)

(Embeddedness list from questionnaire as back up to ask specific questions)

4) Corporate Social Responsibility (Materials)
→ *Focus on what materials and aspects they use to practice CSR*
- Finances allocated to specific CSR activities
- CSR on website

- Clear (written) policy statements
- CSR implemented in contracts
- Code of Conducts
- CO2 calculation / compensation
- Green energy resources
- Membership of green/local initiatives
- Others…

5) Certification
→ *Focus on the position of certification among tour operators in South Africa*
- Awareness of certification schemes / award initiatives
- Engagement
- Main motivation
- Obstacles
- Benefits
- Expectations
- Influence certification on:
  - CSR definition
  - CSR understanding
  - CSR practices

Back up questions to discover embeddedness of CSR in different departments

CSR in internal management
- Employment of local people
- Water-saving
- Energy-saving
- Use of renewable energy sources
- Waste reduction
- Waste recycling
- Taking the companies footprint into account when making decisions
- Donating money or time to social and environmental causes
- Briefing all staff members regularly on CSR changes

CSR in product development
- Offering socially and environmentally responsible tours
- Providing direct benefits to local communities by your tours
- Compensating CO2 emission

CSR in sales
- Actively informing customers on your CSR policy
- Providing your customers with accurate and complete destination information
- Informing customers on compensating the CO2 emission of their journey

CSR in Marketing
- Having a CSR statement visible on the companies' website
- Promoting your CSR engagement in brochures and promotional materials
- Showcasing your sustainability practices are part of travel itineraries
- Third party validation by customer endorsement on Social Media
- Third party validation by certification schemes

CSR in Purchasing
- Choosing environmentally friendly suppliers
- Requiring your suppliers to meet certain behaviour standards
- Encouraging your suppliers to engage in sustainability

CSR in Operations
- Employees are aware of your CSR policy
- Your customers are briefed on CSR code of conducts before tours
- Customers are stimulated to buy local souvenirs
- Customers are stimulated to donate money or time to local causes

10. Annex 2

Survey

Survey CSR embeddedness

Thank you for participating in this survey.

As part of my study I am measuring the embeddedness of Corporate Social Responsibility (CSR) in the practices of Tour Operators in South Africa, and I am looking for first-hand knowledge.

With the results of this survey, certification schemes and sustainable development organisations in South Africa will be able to better respond to the needs of tour operators regarding sustainability and CSR.

The survey will only take 5 to 10 minutes to complete, and all provided answers will be kept confidential.

Note: For this study to be valid, it is important that the survey is completed by someone who has knowledge about sustainability and CSR and/or is working in the management department.

If you are interested in receiving a copy of the final results, please leave your contact details in the comments.

When you have any questions about this survey or the study, please contact me via email (anne1.dejong@wur.nl).

Thank you in advance,

Best regards,
Anne de Jong

*Required

Explanation survey format

This survey is divided into five main categories that all focus on different concepts and practices related to the study. There are approximately 5-6 questions per category. You can track your progress in the blue bar on the bottom of the page.

1. Company profile
The following questions focus upon your company characteristics.

1. **Location of company** *

2. **Type of company** *

Tick all that apply.

☐ Inbound Tour Operator

☐ Outbound Tour Operator

☐ Provider of day trips

☐ Other: _____

3. **Number of employees** *

Mark only one oval.

○ 1 - 10

○ 11 - 20

○ 21 - 50

○ 51 - 100

○ More than 100

4. **Number of tourists per year** *

Mark only one oval.

○ 1 - 250

○ 251 - 1000

○ 1001 - 5000

○ 5001 - 10.000

○ More than 10.000

5. **Existence of company in years** *

Mark only one oval.

○ Less than 5

○ 5 - 10

○ 11 - 15

○ 16 - 20

○ Longer than 20

2. Corporate Social Responsibility

The following questions focus on your understanding of the concept of Corporate Social Responsibility, and your main motivations to implement these practices.

6. **What is your understanding of the concept of Corporate Social Responsibility? Please give a description.** *

_____

_____

_____

_____

_____

7. **How do you perceive Corporate Social Responsibility? Mark all that apply.** *
Tick all that apply.

- [ ] A way to contribute to sustainable development
- [ ] A way to increase a positive company image
- [ ] Greenwashing
- [ ] A marketing tool
- [ ] Other: _____

8. **To what extent are the following motivations applicable to your company's commitment to sustainability?** *
Mark only one oval per row.

	Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	Extremely applicable
Benefitting the local communities	◯	◯	◯	◯	◯
Protecting the environment	◯	◯	◯	◯	◯
Creating a positive company image	◯	◯	◯	◯	◯
Impoving our society	◯	◯	◯	◯	◯
Saving costs	◯	◯	◯	◯	◯
Responding to growing customer demands	◯	◯	◯	◯	◯
Personal choice	◯	◯	◯	◯	◯

3. Embeddedness of Corporate Social Responsibility
The following questions focus upon the extent to which your company has integrated and adapted Corporate Social Responsibility practices in the organisation.

9. **To what extent do you feel your company has integrated Corporate Social Responsibility?** *
Mark only one oval.

	1	2	3	4	5	
Not at all integrated	◯	◯	◯	◯	◯	Fully integrated

10. **How many employees within your organisation are actively involved in Corporate Social Responsibility practices?** *

Mark only one oval.

- ◯ None
- ◯ One
- ◯ Two
- ◯ Three
- ◯ Four
- ◯ More than 4
- ◯ All employees

11. **To what extent are the following practices integrated in your internal management?** *

Mark only one oval per row.

	Not at all integrated	Slightly integrated	Moderately integrated	Somewhat integrated	Fully integrated
Employing local people	◯	◯	◯	◯	◯
Saving water	◯	◯	◯	◯	◯
Saving energy	◯	◯	◯	◯	◯
Reducting and recycling waste	◯	◯	◯	◯	◯
Taking the company's footprint into account when making decisions	◯	◯	◯	◯	◯
Donating money or time to social and environmental causes	◯	◯	◯	◯	◯
Briefing all staffmembers on CSR changes regularly	◯	◯	◯	◯	◯

12. **To what extent are the following practices integrated in your product development?**

Mark only one oval per row.

	Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Offering socially and environmentally responsible tours	◯	◯	◯	◯	◯
Providing direct benefits to local communities	◯	◯	◯	◯	◯
Compensating your CO2 emission	◯	◯	◯	◯	◯

13. **To what extent are the following practices integrated in your marketing?** *

Mark only one oval per row.

	Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Having a visble CSR statement on the companies' website	◯	◯	◯	◯	◯
Promoting your CSR engagement in brochures and promotional materials	◯	◯	◯	◯	◯
Showcasing your sustainability practices are part of travel itineraries	◯	◯	◯	◯	◯
Third party validation by customer endorsement on Social Media	◯	◯	◯	◯	◯
Third party validation by certification schemes	◯	◯	◯	◯	◯

14. **To what extent are the following practices integrated in your purchasing?** *

Mark only one oval per row.

	Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Choosing environmentally friendly suppliers	◯	◯	◯	◯	◯
Requiring your suppliers to meet certain behavioural standards	◯	◯	◯	◯	◯
Encouraging your suppliers to engage in sustainability	◯	◯	◯	◯	◯

15. **To what extent are the following practices integrated in your operations?** *

Mark only one oval per row.

	Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Making employees aware of the companies' CSR policy	◯	◯	◯	◯	◯
Briefing customers on CSR codes	◯	◯	◯	◯	◯
Stimulating customers to buy local souvenirs	◯	◯	◯	◯	◯
Stimulating customers to donate money or time to local causes	◯	◯	◯	◯	◯

4. Obstacles Corporate Social Responsibility

The following questions focus upon perceived obstacles when engaging in Corporate Social Responsibility practices.

16. **To what extent are the following obstacles applicable for your company when engaging in CSR?** *

Mark only one oval per row.

	Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	To a large extent applicable
Lack of financial means	◯	◯	◯	◯	◯
Lack of resources and knowledge	◯	◯	◯	◯	◯
Lack of awareness of development opportunities	◯	◯	◯	◯	◯
Lack of awareness of support networks	◯	◯	◯	◯	◯
Lack of time	◯	◯	◯	◯	◯

17. **To what exent do you find the following solutions suitable to ovecome CSR obstacles?** *

Mark only one oval per row.

	Not at all suitable	Slightly suitable	Moderately suitable	Very suitable	To a large extent suitable
Financial support to implement CSR	◯	◯	◯	◯	◯
Provision of mentorship from certificatin schemes	◯	◯	◯	◯	◯
A South African contact point for CSR questions	◯	◯	◯	◯	◯
Promotion of CSR development opportunities	◯	◯	◯	◯	◯
More promotion from support networks	◯	◯	◯	◯	◯
Provision of planning schedules	◯	◯	◯	◯	◯

5. Certification

The following questions focus upon certification schemes and their additional benefits and obstacles.

18. **With which of the following certification schemes and award initiatives are you familiar?** *

    Tick all that apply.

    - [ ] Fair Trade Tourism South Africa
    - [ ] Travelife for Tour Operators
    - [ ] The Code.Org
    - [ ] The Lilizela Awards
    - [ ] The African Responsible Tourism Awards
    - [ ] SANS 1162 (South African Government)

19. **Is your company engaged in any of the following certification schemes?** *

    Tick all that apply.

    - [ ] Fair Trade Tourism South Africa
    - [ ] Travelife for Tour Operators
    - [ ] The Code.Org
    - [ ] Not engaged
    - [ ] Other: _____

20. **Has your company been awarded by one of the following award initiatives?** *

    Mark only one oval.

    - ( ) The Lilizela Awards
    - ( ) The African Responsible Tourism Awards
    - ( ) Not been awarded

21. **What was (or will be) your main motivation to engage or not to engage in a certification scheme? Please describe your answer.** *

    _____

    _____

    _____

    _____

    _____

22. **Do you feel your company has integrated CSR more after engaging in a certification scheme?**

    Mark only one oval.

	1	2	3	4	5	
Not at all	( )	( )	( )	( )	( )	To a large extent

23. **What obstacles have you experienced when certifying your company? (If you are not certified, what obstacles do you think you will have?). Please mark all that apply.** *

    Tick all that apply.

    ☐ Lack of clarity and transparancy on reliability

    ☐ Lack of information and overviews of available certification schemes

    ☐ Lack of financial means

    ☐ Unawareness of certification benefits

    ☐ Other: _____

24. **28. What benefits are you experiencing from certification? (If you are not certified, what benefits do you think you will have?)** *

    Tick all that apply.

    ☐ Professional support to promote your sustainable products and services

    ☐ A way to increase a positive company image

    ☐ A powerful marketing tool

    ☐ Third validation that you are truly sustainable

    ☐ Financial benefits (Return on investment)

    ☐ Creating higher quality products

    ☐ Other: _____

25. **What guidance and support do you expect from Corporate Social Responsibility initiatives?** *

    Tick all that apply.

    ☐ CSR marketing and promotion support

    ☐ Guidance on how to implement CSR

    ☐ Training in CSR

    ☐ Being recognised for CSR efforts

    ☐ Becoming part of their network of sustainable clients and suppliers

    ☐ Other: _____

Thank you for participating in this survey!

26. **Do you have any comments or questions?**

    _____

    _____

    _____

    _____

    _____

11. Annex 3

Cross tabulations

Table 1 – Perceiving CSR

Count

Number of employees	How do you perceive Corporate Social Responsibility? Mark all that apply.												Total
	A marketing tool	A way to contribute to sustainable development	A way to contribute to sustainable development, A marketing tool	A way to contribute to sustainable development, A way to increase a positive company image	A way to contribute to sustainable development, A way to increase a positive company image, A marketing tool	A way to contribute to sustainable development, A way to increase a positive company image, A way to enable our guests a view "behind the curtain", to assess and take responsibility for the company's effects on environmental and social wellbeing	A way to contribute to sustainable development, A way to increase a positive company image, As a "ecotourism" company - improving environment is central to my motivation	A way to contribute to sustainable development, A way to increase a positive company image, Greenwashing, A marketing tool	A way to contribute to sustainable development, A way to increase a positive company image, Companies cannot help themselves, housands, Companies can start projects to assist.	A way to contribute to sustainable development, A way to increase a positive company image, More action and less talk	Essential for the wellbeing of all stakeholders	wast of time	
1-10	1	11	2	5	5	0	1	2	1	0	1	0	30
11-50	0	5	2	5	1	0	0	0	0	1	0	1	15
51>	0	3	0	0	2	1	0	1	0	0	0	0	7
Total	1	19	4	10	8	1	1	3	1	1	1	1	52

Table 2 – Motivation for commitment sustainability

To what extent are the following motivations applicable to your company's commitment to sustainability?

Table 2a: Benefitting the local communities

			[Benefitting the local communities]				
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	Extremely applicable
Number of employees	1-10	Count	0	2	1	13	14
			0,0%	6,7%	3,3%	43,3%	46,7%
	11-50	Count	1	0	1	4	9
			6,7%	0,0%	6,7%	26,7%	60,0%
	51>	Count	0	0	0	1	6
			0,0%	0,0%	0,0%	14,3%	85,7%
Total		Count	1	2	2	18	29
			1,9%	3,8%	3,8%	34,6%	55,8%

Table 2b: Protecting the environment

			[Protecting the environment]				
			Slightly applicable	Moderately applicable	Very applicable	Extremely applicable	Total
Number of employees	1-10	Count	1	8	6	15	30
			3,3%	26,7%	20,0%	50,0%	100,0%
	11-50	Count	1	1	5	8	15
			6,7%	6,7%	33,3%	53,3%	100,0%
	51>	Count	0	0	2	5	7
			0,0%	0,0%	28,6%	71,4%	100,0%
Total		Count	2	9	13	28	52
			3,8%	17,3%	25,0%	53,8%	100,0%

Table 2c: Creating a positive company image

			[Creating a positive company image]				
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	Extremely applicable
Number of employees	1-10	Count	1	2	6	11	10
			3,3%	6,7%	20,0%	36,7%	33,3%
	11-50	Count	0	0	2	5	8
			0,0%	0,0%	13,3%	33,3%	53,3%
	51>	Count	0	0	1	2	4
			0,0%	0,0%	14,3%	28,6%	57,1%
Total		Count	1	2	9	18	22
			1,9%	3,8%	17,3%	34,6%	42,3%

Table 2d: Improving our society

| | | | [Improving our society] | | | | |
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	Extremely applicable
Number of employees	1-10	Count	0	2	9	7	12
			0,0%	6,7%	30,0%	23,3%	40,0%
	11-50	Count	1	0	1	5	8
			6,7%	0,0%	6,7%	33,3%	53,3%
	51>	Count	0	0	0	2	5
			0,0%	0,0%	0,0%	28,6%	71,4%
Total		Count	1	2	10	14	25
			1,9%	3,8%	19,2%	26,9%	48,1%

Table 2e: Saving costs

| | | | [Saving costs] | | | | |
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	Extremely applicable
Number of employees	1-10	Count	10	4	7	6	3
			33,3%	13,3%	23,3%	20,0%	10,0%
	11-50	Count	5	3	5	1	1
			33,3%	20,0%	33,3%	6,7%	6,7%
	51>	Count	1	0	3	1	2
			14,3%	0,0%	42,9%	14,3%	28,6%
Total		Count	16	7	15	8	6
			30,8%	13,5%	28,8%	15,4%	11,5%

Table 2f: Responding to growing customer demands

| | | | [Responding to growing customer demands] | | | | |
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	Extremely applicable
Number of employees	1-10	Count	2	3	12	8	5
			6,7%	10,0%	40,0%	26,7%	16,7%
	11-50	Count	1	1	5	4	4
			6,7%	6,7%	33,3%	26,7%	26,7%
	51>	Count	0	1	0	3	3
			0,0%	14,3%	0,0%	42,9%	42,9%
Total		Count	3	5	17	15	12
			5,8%	9,6%	32,7%	28,8%	23,1%

Table 2g: Personal choice

| | | | [Personal choice] | | | | |
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	Extremely applicable
Number of employees	1-10	Count	0	2	2	12	14
			0,0%	6,7%	6,7%	40,0%	46,7%
	11-50	Count	1	0	2	7	5
			6,7%	0,0%	13,3%	46,7%	33,3%
	51>	Count	0	0	1	1	5
			0,0%	0,0%	14,3%	14,3%	71,4%
Total		Count	1	2	5	20	24
			1,9%	3,8%	9,6%	38,5%	46,2%

Table 3 – Integration CSR in internal management
To what extent are the following practices integrated in your internal management?

Table 3a: Employing local people

			[Employing local people]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	1	1	3	8	17
			3,3%	3,3%	10,0%	26,7%	56,7%
	11-50	Count	0	0	1	2	12
			0,0%	0,0%	6,7%	13,3%	80,0%
	51>	Count	0	0	1	0	6
			0,0%	0,0%	14,3%	0,0%	85,7%
Total		Count	1	1	5	10	35
			1,9%	1,9%	9,6%	19,2%	67,3%

Table 3b: Saving water

			[Saving water]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	0	1	10	7	12
			0,0%	3,3%	33,3%	23,3%	40,0%
	11-50	Count	1	0	3	8	3
			6,7%	0,0%	20,0%	53,3%	20,0%
	51>	Count	1	0	3	1	2
			14,3%	0,0%	42,9%	14,3%	28,6%
Total		Count	2	1	16	16	17
			3,8%	1,9%	30,8%	30,8%	32,7%

Table 3c: Saving energy

			[Saving energy]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	0	2	11	6	11
			0,0%	6,7%	36,7%	20,0%	36,7%
	11-50	Count	1	1	3	6	4
			6,7%	6,7%	20,0%	40,0%	26,7%
	51>	Count	1	0	2	2	2
			14,3%	0,0%	28,6%	28,6%	28,6%
Total		Count	2	3	16	14	17
			3,8%	5,8%	30,8%	26,9%	32,7%

Table 3d: Reducing and recycling waste

			[Reducing and recycling waste]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	0	1	9	6	14
			0,0%	3,3%	30,0%	20,0%	46,7%
	11-50	Count	1	1	4	5	4
			6,7%	6,7%	26,7%	33,3%	26,7%
	51>	Count	0	0	2	3	2
			0,0%	0,0%	28,6%	42,9%	28,6%
Total		Count	1	2	15	14	20
			1,9%	3,8%	28,8%	26,9%	38,5%

Table 3e: Taking the company's footprint into account when making decisions

			[Taking the company's footprint into account when making decisions]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	1	2	8	8	11
			3,3%	6,7%	26,7%	26,7%	36,7%
	11-50	Count	2	1	4	5	3
			13,3%	6,7%	26,7%	33,3%	20,0%
	51>	Count	0	0	2	3	2
			0,0%	0,0%	28,6%	42,9%	28,6%
Total		Count	3	3	14	16	16
			5,8%	5,8%	26,9%	30,8%	30,8%

Table 3f: Donating money or time to social and environmental causes

			[Donating money or time to social and environmental causes]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	1	3	5	7	14
			3,3%	10,0%	16,7%	23,3%	46,7%
	11-50	Count	1	2	4	2	6
			6,7%	13,3%	26,7%	13,3%	40,0%
	51>	Count	0	0	0	3	4
			0,0%	0,0%	0,0%	42,9%	57,1%
Total		Count	2	5	9	12	24
			3,8%	9,6%	17,3%	23,1%	46,2%

Table 3g: Briefing all staff members on CSR changes regularly

			[Briefing all staff members on CSR changes regularly]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	4	4	8	7	7
			13,3%	13,3%	26,7%	23,3%	23,3%
	11-50	Count	2	0	6	3	4
			13,3%	0,0%	40,0%	20,0%	26,7%
	51>	Count	0	0	3	2	2
			0,0%	0,0%	42,9%	28,6%	28,6%
Total		Count	6	4	17	12	13
			11,5%	7,7%	32,7%	23,1%	25,0%

Table 4 – Integration CSR in product development
To what extent are the following practices integrated in your product development?

Table 4a: Offering socially and environmentally responsible tours

			[Offering socially and environmentally responsible tours]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	2	1	4	10	13
			6,7%	3,3%	13,3%	33,3%	43,3%
	11-50	Count	1	1	5	5	3
			6,7%	6,7%	33,3%	33,3%	20,0%
	51>	Count	0	0	2	2	3
			0,0%	0,0%	28,6%	28,6%	42,9%
Total		Count	3	2	11	17	19
			5,8%	3,8%	21,2%	32,7%	36,5%

Table 4b: Providing direct benefits to local communities

			[Providing direct benefits to local communities]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	5	0	7	6	12
			16,7%	0,0%	23,3%	20,0%	40,0%
	11-50	Count	1	2	2	6	4
			6,7%	13,3%	13,3%	40,0%	26,7%
	51>	Count	0	0	1	1	5
			0,0%	0,0%	14,3%	14,3%	71,4%
Total		Count	6	2	10	13	21
			11,5%	3,8%	19,2%	25,0%	40,4%

Table 4c: Compensating your CO_2 emission

			[Compensating your CO_2 emission]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	12	6	7	3	2
			40,0%	20,0%	23,3%	10,0%	6,7%
	11-50	Count	6	4	3	1	1
			40,0%	26,7%	20,0%	6,7%	6,7%
	51>	Count	2	0	2	3	0
			28,6%	0,0%	28,6%	42,9%	0,0%
Total		Count	20	10	12	7	3
			38,5%	19,2%	23,1%	13,5%	5,8%

Table 5 – Integration CSR in purchasing

To what extent are the following practices integrated in your purchasing?

Table 5a: Choosing environmentally friendly suppliers

			[Choosing environmentally friendly suppliers]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	4	5	5	10	6
			13,3%	16,7%	16,7%	33,3%	20,0%
	11-50	Count	1	1	5	5	3
			6,7%	6,7%	33,3%	33,3%	20,0%
	51>	Count	1	0	3	1	2
			14,3%	0,0%	42,9%	14,3%	28,6%
Total		Count	6	6	13	16	11
			11,5%	11,5%	25,0%	30,8%	21,2%

Table 5b: Requiring your suppliers to meet certain behavioral standards

			[Requiring your suppliers to meet certain behavioral standards]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	7	3	7	9	4
			23,3%	10,0%	23,3%	30,0%	13,3%
	11-50	Count	0	3	6	3	3
			0,0%	20,0%	40,0%	20,0%	20,0%
	51>	Count	1	2	3	1	0
			14,3%	28,6%	42,9%	14,3%	0,0%
Total		Count	8	8	16	13	7
			15,4%	15,4%	30,8%	25,0%	13,5%

Table 5c: Encouraging your suppliers to engage in sustainability

			[Encouraging your suppliers to engage in sustainability]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	7	5	7	6	5
			23,3%	16,7%	23,3%	20,0%	16,7%
	11-50	Count	2	4	3	5	1
			13,3%	26,7%	20,0%	33,3%	6,7%
	51>	Count	1	1	4	1	0
			14,3%	14,3%	57,1%	14,3%	0,0%
Total		Count	10	10	14	12	6
			19,2%	19,2%	26,9%	23,1%	11,5%

Table 6 – Integration CSR in Operations
To what extent are the following practices integrated in your operations?

Table 6a: Making employees aware of the companies' CSR policy

			[Making employees aware of the companies' CSR policy]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	5	7	4	9	5
			16,7%	23,3%	13,3%	30,0%	16,7%
	11-50	Count	2	0	2	8	3
			13,3%	0,0%	13,3%	53,3%	20,0%
	51>	Count	0	0	3	3	1
			0,0%	0,0%	42,9%	42,9%	14,3%
Total		Count	7	7	9	20	9
			13,5%	13,5%	17,3%	38,5%	17,3%

Table 6b: Briefing customers on CSR codes

			[Briefing customers on CSR codes]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	10	7	5	5	3
			33,3%	23,3%	16,7%	16,7%	10,0%
	11-50	Count	5	2	3	3	2
			33,3%	13,3%	20,0%	20,0%	13,3%
	51>	Count	1	1	1	3	1
			14,3%	14,3%	14,3%	42,9%	14,3%
Total		Count	16	10	9	11	6
			30,8%	19,2%	17,3%	21,2%	11,5%

Table 6c: Stimulating customers to buy local souvenirs

			[Stimulating customers to buy local souvenirs]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	4	7	4	4	11
			13,3%	23,3%	13,3%	13,3%	36,7%
	11-50	Count	3	0	4	4	4
			20,0%	0,0%	26,7%	26,7%	26,7%
	51>	Count	1	0	3	0	3
			14,3%	0,0%	42,9%	0,0%	42,9%
Total		Count	8	7	11	8	18
			15,4%	13,5%	21,2%	15,4%	34,6%

Table 6d: Stimulating customers to donate money or time to local causes

			[Stimulating customers to donate money or time to local causes]				
			Not at all integrated	Slightly integrated	Moderately integrated	Very integrated	Fully integrated
Number of employees	1-10	Count	6	5	4	5	10
			20,0%	16,7%	13,3%	16,7%	33,3%
	11-50	Count	3	2	4	3	3
			20,0%	13,3%	26,7%	20,0%	20,0%
	51>	Count	0	0	5	1	1
			0,0%	0,0%	71,4%	14,3%	14,3%
Total		Count	9	7	13	9	14
			17,3%	13,5%	25,0%	17,3%	26,9%

Table 7 – Experienced obstacles CSR

To what extent are the following obstacles applicable for your company when engaging in CSR?

Table 7a: Lack of financial means

			[Lack of financial means]				
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	To a large extent applicable
Number of employees	1-10	Count	7	5	12	5	1
			23,3%	16,7%	40,0%	16,7%	3,3%
	11-50	Count	2	2	6	2	3
			13,3%	13,3%	40,0%	13,3%	20,0%
	51>	Count	1	1	4	0	1
			14,3%	14,3%	57,1%	0,0%	14,3%
Total		Count	10	8	22	7	5
			19,2%	15,4%	42,3%	13,5%	9,6%

Table 7b: Lack of resources and knowledge

			[Lack of resources and knowledge]				
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	To a large extent applicable
Number of employees	1-10	Count	6	8	11	4	1
			20,0%	26,7%	36,7%	13,3%	3,3%
	11-50	Count	2	3	6	2	2
			13,3%	20,0%	40,0%	13,3%	13,3%
	51>	Count	2	2	1	2	0
			28,6%	28,6%	14,3%	28,6%	0,0%
Total		Count	10	13	18	8	3
			19,2%	25,0%	34,6%	15,4%	5,8%

Table 7c: Lack of awareness of development opportunities

			[Lack of awareness of development opportunities]				
			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	To a large extent applicable
Number of employees	1-10	Count	7	4	13	5	1
			23,3%	13,3%	43,3%	16,7%	3,3%
	11-50	Count	2	3	4	3	3
			13,3%	20,0%	26,7%	20,0%	20,0%
	51>	Count	2	1	2	2	0
			28,6%	14,3%	28,6%	28,6%	0,0%
Total		Count	11	8	19	10	4
			21,2%	15,4%	36,5%	19,2%	7,7%

Table 7d: Lack of awareness of support networks

[Lack of awareness of support networks]

			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	To a large extent applicable
Number of employees	1-10	Count	7	3	11	7	2
			23,3%	10,0%	36,7%	23,3%	6,7%
	11-50	Count	1	3	6	2	3
			6,7%	20,0%	40,0%	13,3%	20,0%
	51>	Count	2	2	1	2	0
			28,6%	28,6%	14,3%	28,6%	0,0%
Total		Count	10	8	18	11	5
			19,2%	15,4%	34,6%	21,2%	9,6%

Table 7e: Lack of time

[Lack of time]

			Not at all applicable	Slightly applicable	Moderately applicable	Very applicable	To a large extent applicable
Number of employees	1-10	Count	5	5	9	6	5
			16,7%	16,7%	30,0%	20,0%	16,7%
	11-50	Count	0	1	3	6	5
			0,0%	6,7%	20,0%	40,0%	33,3%
	51>	Count	1	1	2	0	3
			14,3%	14,3%	28,6%	0,0%	42,9%
Total		Count	6	7	14	12	13
			11,5%	13,5%	26,9%	23,1%	25,0%

Table 8 – Suitable solutions CSR

To what extent do you find the following solutions suitable to overcome CSR obstacles?

Table 8a: Financial support to implement CSR

[Financial support to implement CSR]

			Not at all suitable	Slightly suitable	Moderately suitable	Very suitable	To a large extent suitable
Number of employees	1-10	Count	4	4	10	8	4
			13,3%	13,3%	33,3%	26,7%	13,3%
	11-50	Count	1	1	6	5	2
			6,7%	6,7%	40,0%	33,3%	13,3%
	51>	Count	0	1	4	1	1
			0,0%	14,3%	57,1%	14,3%	14,3%
Total		Count	5	6	20	14	7
			9,6%	11,5%	38,5%	26,9%	13,5%

Table 8b: Provision of mentorship from certification schemes

			[Provision of mentorship from certification schemes]				
			Not at all suitable	Slightly suitable	Moderately suitable	Very suitable	To a large extent suitable
Number of employees	1-10	Count	3	7	9	8	3
			10,0%	23,3%	30,0%	26,7%	10,0%
	11-50	Count	3	1	3	5	3
			20,0%	6,7%	20,0%	33,3%	20,0%
	51>	Count	0	2	3	1	1
			0,0%	28,6%	42,9%	14,3%	14,3%
Total		Count	6	10	15	14	7
			11,5%	19,2%	28,8%	26,9%	13,5%

Table 8c: A South African contact point for CSR questions

			[A South African contact point for CSR questions]				
			Not at all suitable	Slightly suitable	Moderately suitable	Very suitable	To a large extent suitable
Number of employees	1-10	Count	5	5	10	5	5
			16,7%	16,7%	33,3%	16,7%	16,7%
	11-50	Count	3	1	2	6	3
			20,0%	6,7%	13,3%	40,0%	20,0%
	51>	Count	0	3	2	1	1
			0,0%	42,9%	28,6%	14,3%	14,3%
Total		Count	8	9	14	12	9
			15,4%	17,3%	26,9%	23,1%	17,3%

Table 8d: Promotion of CSR development opportunities

			[Promotion of CSR development opportunities]				
			Not at all suitable	Slightly suitable	Moderately suitable	Very suitable	To a large extent suitable
Number of employees	1-10	Count	4	1	11	9	5
			13,3%	3,3%	36,7%	30,0%	16,7%
	11-50	Count	3	0	5	4	3
			20,0%	0,0%	33,3%	26,7%	20,0%
	51>	Count	0	2	2	2	1
			0,0%	28,6%	28,6%	28,6%	14,3%
Total		Count	7	3	18	15	9
			13,5%	5,8%	34,6%	28,8%	17,3%

Table 8e: More promotion from support networks

			[More promotion from support networks]				
			Not at all suitable	Slightly suitable	Moderately suitable	Very suitable	To a large extent suitable
Number of employees	1-10	Count	4	3	9	8	6
			13,3%	10,0%	30,0%	26,7%	20,0%
	11-50	Count	3	1	4	4	3
			20,0%	6,7%	26,7%	26,7%	20,0%
	51>	Count	0	2	3	1	1
			0,0%	28,6%	42,9%	14,3%	14,3%
Total		Count	7	6	16	13	10
			13,5%	11,5%	30,8%	25,0%	19,2%

Table 8f: Provision of planning schedules

			Not at all suitable	Slightly suitable	Moderately suitable	Very suitable	To a large extent suitable
Number of employees	1-10	Count	3	4	11	9	3
			10,0%	13,3%	36,7%	30,0%	10,0%
	11-50	Count	3	4	5	1	2
			20,0%	26,7%	33,3%	6,7%	13,3%
	51>	Count	0	1	3	2	1
			0,0%	14,3%	42,9%	28,6%	14,3%
Total		Count	6	9	19	12	6
			11,5%	17,3%	36,5%	23,1%	11,5%

Table 9 – Engagement in certification schemes

Is your company engaged in any of the following certification schemes?

			Fair Trade Tourism South Africa	Fair Trade Tourism South Africa, Travelife for Tour Operators, The Code.Org	Not engaged	Travelife for Tour Operators
Number of employees	1-10	Count	4	0	23	2
			13,3%	0,0%	76,7%	6,7%
	11-50	Count	5	0	10	0
			33,3%	0,0%	66,7%	0,0%
	51>	Count	0	1	5	0
			0,0%	14,3%	71,4%	0,0%
Total		Count	9	1	38	2
			17,3%	1,9%	73,1%	3,8%

Table 10 – Award initiatives

Has your company been awarded by one of the following award initiatives?

			Not been awarded	The African Responsible Tourism Awards	The Lilizela Awards	Total
Number of employees	1-10	Count	28	1	1	30
			93,3%	3,3%	3,3%	100,0%
	11-50	Count	13	0	2	15
			86,7%	0,0%	13,3%	100,0%
	51>	Count	5	0	2	7
			71,4%	0,0%	28,6%	100,0%
Total		Count	46	1	5	52
			88,5%	1,9%	9,6%	100,0%

Table 11 – Improved integration CSR

Do you feel your company has integrated CSR more after engaging in a certification scheme?

			1	2	3	4	5
Number of employees	1-10	Count	12	3	3	4	0
			54,5%	13,6%	13,6%	18,2%	0,0%
	11-50	Count	6	2	3	2	0
			46,2%	15,4%	23,1%	15,4%	0,0%
	51>	Count	2	0	2	0	1
			40,0%	0,0%	40,0%	0,0%	20,0%
Total		Count	20	5	8	6	1
			50,0%	12,5%	20,0%	15,0%	2,5%

Table 12 – Experienced obstacles certification

What obstacles have you experienced when certifying your company?

What obstacles have you experienced when certifying your company? (If you are not certified, what obstacles do you think you will have?). Please mark all that apply.

Number of employees		Disagreement on where I should dedicate companies CSR.	I have no idea what it would take to certify to anticipate.	Lack of clarity and transparancy on reliability, Lack of financial means	Lack of clarity and transparancy on reliability, Lack of information and overviews of available certification schemes	Lack of clarity and transparancy on reliability, Lack of information and overviews of available certification schemes, Lack of financial means	Lack of clarity and transparancy on reliability, Lack of information and overviews of available certification schemes, Lack of financial means, ... might need some guidance – way too many policies.	Lack of clarity and transparancy on reliability, Lack of information and overviews of available certification schemes, Lack of financial means, Unawareness of certification benefits	Lack of clarity and transparancy on reliability, Lack of information and overviews of available certification schemes, Lack of financial means ... Unawareness of certification benefits ... A lot of other companies use it as a marketing tool.	Lack of clarity and transparancy on reliability, Unawareness of certification benefits	Lack of clarity and transparancy on reliability, Lack of information and overviews of available certification schemes, Unawareness of certification benefits	Lack of financial means	Lack of financial means, Too many external rules to comply with	Lack of financial means, Unawareness of certification benefits
1–10	Count	0	1	0	0	1	0	0	3	1	2	2	0	1
	% within Number of employees	0.0%	3.3%	0.0%	0.0%	3.3%	0.0%	0.0%	10.0%	3.3%	6.7%	6.7%	0.0%	3.3%
11–50	Count	0	0	1	1	0	1	1	0	0	0	1	1	0
	% within Number of employees	0.0%	0.0%	6.7%	6.7%	0.0%	6.7%	6.7%	0.0%	0.0%	0.0%	6.7%	6.7%	0.0%
51>	Count	1	0	0	0	0	0	0	0	0	0	0	0	0
	% within Number of employees	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total	Count	1	1	1	1	1	1	1	3	1	2	3	1	1
	% within Number of employees	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	5.8%	1.9%	3.8%	5.8%	1.9%	1.9%

Response	n	%	n	%	n	%	n (Total)	% (Total)
Lack of financial means, Unawareness of certification benefits, lack of time	1	3.3%	0	0.0%	0	0.0%	1	1.9%
Lack of information and overviews of available certification schemes	0	0.0%	2	13.3%	2	28.6%	4	7.7%
Lack of information and overviews of available certification schemes, Lack of financial means	3	10.0%	0	0.0%	0	0.0%	3	5.8%
Lack of information and overviews of available certification schemes, Unawareness of certification benefits	2	6.7%	0	0.0%	0	0.0%	2	3.8%
Lack of time	0	0.0%	1	6.7%	0	0.0%	1	1.9%
More clear information on the benefits of certification will be valuable. Keep it simple and easy for all parties to understand the objectives.	0	0.0%	1	6.7%	0	0.0%	1	1.9%
N A	0	0.0%	1	6.7%	0	0.0%	1	1.9%
n/a	2	6.7%	0	0.0%	0	0.0%	2	3.8%
none	1	3.3%	0	0.0%	0	0.0%	1	1.9%
not applicable	1	3.3%	0	0.0%	0	0.0%	1	1.9%
Not certified. But also uncertain whether we should pay fairtrade (or similar), when we don't need recognition.	0	0.0%	1	6.7%	0	0.0%	1	1.9%
not engaging in this	1	3.3%	0	0.0%	0	0.0%	1	1.9%
size and cost of the task	0	0.0%	0	0.0%	1	14.3%	1	1.9%
This one makes no sense to include as one comment on obstacles one has not faced	1	3.3%	0	0.0%	0	0.0%	1	1.9%
Time and time and time	1	3.3%	0	0.0%	0	0.0%	1	1.9%
Unawareness of certification benefits	5	16.7%	2	13.3%	1	14.3%	8	15.4%
Unawareness of certification benefits, Not certified	1	3.3%	0	0.0%	0	0.0%	1	1.9%
Unawareness of certification benefits, Not many people in RSA know what Tarvelle is about	0	0.0%	0	0.0%	1	14.3%	1	1.9%
Total	30	100.0%	15	100.0%	7	100.0%	52	100.0%

Table 13 – Experienced benefits certification

What benefits are you experiencing from certification?

28. What benefits are you experiencing from certification? (If you are not certified, what benefits do you think you will have?)

			A powerful marketing tool, Financial benefits (Return on investment), Creating higher quality products	A way to increase a positive company image	A way to increase a positive company image, A powerful marketing tool	A way to increase a positive company image, A powerful marketing tool, Creating higher quality products	A way to increase a positive company image, A powerful marketing tool, not certified	A way to increase a positive company image, A powerful marketing tool, Third validation that you are truly sustainable	A way to increase a positive company image, A powerful marketing tool, Third validation that you are truly sustainable, Creating higher quality products	A way to increase a positive company image, Financial benefits (Return on investment), Creating higher quality products	A way to increase a positive company image, Third validation that you are truly sustainable	A way to increase a positive company image, Third validation that you are truly sustainable, Being able to create bigger awareness, and through this, even better support for causes that need it	Additional opportunities	Creating higher quality products	n/a	NA	not applicable
Number of employees	1-10	Count	1	3	0	0	0	0	1	1	0	1	0	2	2	0	1
		% within Number of employees	3,3%	10,0%	0,0%	0,0%	0,0%	0,0%	3,3%	3,3%	0,0%	3,3%	0,0%	6,7%	6,7%	0,0%	3,3%
	11-50	Count	0	3	1	0	1	1	0	0	1	0	0	0	0	1	0
		% within Number of employees	0,0%	20,0%	6,7%	0,0%	6,7%	6,7%	0,0%	0,0%	6,7%	0,0%	0,0%	0,0%	0,0%	6,7%	0,0%
	51>	Count	0	0	1	1	0	0	0	0	2	0	1	0	0	0	0
		% within Number of employees	0,0%	0,0%	14,3%	14,3%	0,0%	0,0%	0,0%	0,0%	28,6%	0,0%	14,3%	0,0%	0,0%	0,0%	0,0%
Total		Count	1	6	2	1	1	1	1	1	3	1	1	2	2	1	1
		% within Number of employees	1,9%	11,5%	3,8%	1,9%	1,9%	1,9%	1,9%	1,9%	5,8%	1,9%	1,9%	3,8%	3,8%	1,9%	1,9%

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	not applicable, not part of this	Not certified	not received benefits	nothing	Professional support to promote your sustainable products and services	Professional support to promote your sustainable products and services, A way to increase a positive company image	Professional support to promote your sustainable products and services, A way to increase a positive company image, A powerful marketing tool, Creating higher quality products	Professional support to promote your sustainable products and services, A way to increase a positive company image, A powerful marketing tool, Third validation that you are truly sustainable	Professional support to promote your sustainable products and services, A way to increase a positive company image, A powerful marketing tool, Third validation that you are truly sustainable, Creating higher quality products	Professional support to promote your sustainable products and services, A way to increase a positive company image, Financial benefits (Return on investment), Creating higher quality products	Professional support to promote your sustainable products and services, A way to increase a positive company image, Financial benefits (Return on investment)	Professional support to promote your sustainable products and services, A way to increase a positive company image, Third validation that you are truly sustainable	Professional support to promote your sustainable products and services, Creating higher quality products	Professional support to promote your sustainable products and services, Financial benefits (Return on investment)	Professional support to promote your sustainable products and services, Third validation that you are truly sustainable	Third validation that you are truly sustainable	Total
	1	1	1	0	2	2	1	1	1	3	0	1	2	1	1	0	30
	3.3%	3.3%	3.3%	0.0%	6.7%	6.7%	3.3%	3.3%	3.3%	10.0%	0.0%	3.3%	6.7%	3.3%	3.3%	0.0%	100.0%
	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	7
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
	0	0	0	1	1	0	0	0	1	0	1	1	0	0	1	1	15
	0.0%	0.0%	0.0%	6.7%	6.7%	0.0%	0.0%	0.0%	6.7%	0.0%	6.7%	6.7%	0.0%	0.0%	6.7%	6.7%	100.0%
	1	1	1	1	3	2	1	2	3	3	1	2	2	1	1	1	52
	1.9%	1.9%	1.9%	1.9%	5.8%	3.8%	1.9%	3.8%	5.8%	5.8%	1.9%	3.8%	3.8%	1.9%	1.9%	1.9%	100.0%

12. Annex 4

ANOVA Tests

Table 1 – Perceiving Corporate Social Responsibility

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,095	2	,047	,005	,995
Within Groups	425,348	49	8,681		
Total	425,442	51			

Table 2 – Motivation Corporate Social Responsibility commitment

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
To what extent are the following motivations applicable to your company's commitment to sustainability? [Benefitting the local communities]	Between Groups	,027	2	,013	,016	,984
	Within Groups	40,281	49	,822		
	Total	40,308	51			
To what extent are the following motivations applicable to your company's commitment to sustainability? [Protecting the environment]	Between Groups	1,516	2	,758	,948	,394
	Within Groups	39,157	49	,799		
	Total	40,673	51			
To what extent are the following motivations applicable to your company's commitment to sustainability? [Creating a positive company image]	Between Groups	,246	2	,123	,128	,880
	Within Groups	47,062	49	,960		
	Total	47,308	51			
To what extent are the following motivations applicable to your company's commitment to sustainability? [Improving our society]	Between Groups	,541	2	,270	,264	,769
	Within Groups	50,229	49	1,025		
	Total	50,769	51			
To what extent are the following motivations applicable to your company's commitment to sustainability? [Saving costs]	Between Groups	,343	2	,172	,088	,916
	Within Groups	95,714	49	1,953		
	Total	96,058	51			
To what extent are the following motivations applicable to your company's commitment to sustainability? [Responding to growing customer demands]	Between Groups	1,570	2	,785	,628	,538
	Within Groups	61,257	49	1,250		
	Total	62,827	51			
To what extent are the following motivations applicable to your company's commitment to sustainability? [Personal choice]	Between Groups	2,545	2	1,272	1,480	,238
	Within Groups	42,129	49	,860		
	Total	44,673	51			

Table 3 – Corporate Social Responsibility integrated in internal management

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
To what extent are the following practices integrated in your internal management? [Employing local people]	Between Groups	,166	2	,083	,100	,905
	Within Groups	40,814	49	,833		
	Total	40,981	51			
To what extent are the following practices integrated in your internal management? [Saving water]	Between Groups	2,577	2	1,288	1,226	,302
	Within Groups	51,481	49	1,051		
	Total	54,058	51			
To what extent are the following practices integrated in your internal management? [Saving energy]	Between Groups	2,559	2	1,279	1,079	,348
	Within Groups	58,114	49	1,186		
	Total	60,673	51			
To what extent are the following practices integrated in your internal management? [Reducing and recycling waste]	Between Groups	1,356	2	,678	,657	,523
	Within Groups	50,567	49	1,032		
	Total	51,923	51			
To what extent are the following practices integrated in your internal management? [Taking the company's footprint into account when making decisions]	Between Groups	4,993	2	2,496	2,013	,144
	Within Groups	60,757	49	1,240		
	Total	65,750	51			
To what extent are the following practices integrated in your internal management? [Donating money or time to social and environmental causes]	Between Groups	6,090	2	3,045	2,299	,111
	Within Groups	64,890	49	1,324		
	Total	70,981	51			
To what extent are the following practices integrated in your internal management? [Briefing all staff members on CSR changes regularly]	Between Groups	2,235	2	1,118	,681	,511
	Within Groups	80,457	49	1,642		
	Total	82,692	51			

Table 4 – Corporate Social Responsibility integrated in product development

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
To what extent are the following practices integrated in your product development? [Offering socially and environmentally responsible tours]	Between Groups	,691	2	,345	,265	,768
	Within Groups	63,829	49	1,303		
	Total	64,519	51			
To what extent are the following practices integrated in your product development? [Providing direct benefits to local communities]	Between Groups	1,225	2	,613	,336	,716
	Within Groups	89,448	49	1,825		
	Total	90,673	51			
To what extent are the following practices integrated in your product development? [Compensating your CO_2 emission]	Between Groups	6,259	2	3,129	2,007	,145
	Within Groups	76,414	49	1,559		
	Total	82,673	51			

Table 5 – Corporate Social Responsibility integrated in purchasing

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
To what extent are the following practices integrated in your purchasing? [Choosing environmentally friendly suppliers]	Between Groups	6,846	2	3,423	2,223	,119
	Within Groups	75,462	49	1,540		
	Total	82,308	51			
To what extent are the following practices integrated in your purchasing? [Requiring your suppliers to meet certain behavioral standards]	Between Groups	,927	2	,463	,284	,754
	Within Groups	79,900	49	1,631		
	Total	80,827	51			
To what extent are the following practices integrated in your purchasing? [Encouraging your suppliers to engage in sustainability]	Between Groups	3,293	2	1,647	,984	,381
	Within Groups	82,014	49	1,674		
	Total	85,308	51			

Table 6 – Corporate Social Responsibility integrated in operations

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
To what extent are the following practices integrated in your operations? [Making employees aware of the companies' CSR policy]	Between Groups	5,461	2	2,731	1,673	,198
	Within Groups	79,981	49	1,632		
	Total	85,442	51			
To what extent are the following practices integrated in your operations? [Briefing customers on CSR codes]	Between Groups	6,801	2	3,400	1,749	,185
	Within Groups	95,257	49	1,944		
	Total	102,058	51			
To what extent are the following practices integrated in your operations? [Stimulating customers to buy local souvenirs]	Between Groups	1,605	2	,802	,361	,699
	Within Groups	108,914	49	2,223		
	Total	110,519	51			
To what extent are the following practices integrated in your operations? [Stimulating customers to donate money or time to local causes]	Between Groups	2,816	2	1,408	,674	,514
	Within Groups	102,414	49	2,090		
	Total	105,231	51			

Table 7 – Applicable obstacles

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
To what extent are the following obstacles applicable for your company when engaging in CSR? [Lack of financial means]	Between Groups	,749	2	,375	,255	,776
	Within Groups	71,924	49	1,468		
	Total	72,673	51			
To what extent are the following obstacles applicable for your company when engaging in CSR? [Lack of resources and knowledge]	Between Groups	,801	2	,400	,301	,742
	Within Groups	65,257	49	1,332		
	Total	66,058	51			
To what extent are the following obstacles applicable for your company when engaging in CSR? [Lack of awareness of development opportunities]	Between Groups	2,031	2	1,015	,680	,511
	Within Groups	73,200	49	1,494		
	Total	75,231	51			
To what extent are the following obstacles applicable for your company when engaging in CSR? [Lack of awareness of support networks]	Between Groups	,158	2	,079	,050	,952
	Within Groups	77,900	49	1,590		
	Total	78,058	51			
To what extent are the following obstacles applicable for your company when engaging in CSR? [Lack of time]	Between Groups	2,134	2	1,067	,608	,548
	Within Groups	85,924	49	1,754		
	Total	88,058	51			

Table 8 – Suitable solutions

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
To what exent do you find the following solutions suitable to overcome CSR obstacles? [Financial support to implement CSR]	Between Groups	2,283	2	1,142	,889	,418
	Within Groups	62,948	49	1,285		
	Total	65,231	51			
To what exent do you find the following solutions suitable to overcome CSR obstacles? [Provision of mentorship from certification schemes]	Between Groups	3,079	2	1,540	1,044	,360
	Within Groups	72,229	49	1,474		
	Total	75,308	51			
To what exent do you find the following solutions suitable to overcome CSR obstacles? [A South African contact point for CSR questions]	Between Groups	,691	2	,345	,193	,825
	Within Groups	87,829	49	1,792		
	Total	88,519	51			
To what exent do you find the following solutions suitable to overcome CSR obstacles? [Promotion of CSR development opportunities]	Between Groups	1,820	2	,910	,592	,557
	Within Groups	75,257	49	1,536		
	Total	77,077	51			
To what exent do you find the following solutions suitable to overcome CSR obstacles? [More promotion from support networks]	Between Groups	1,050	2	,525	,311	,734
	Within Groups	82,700	49	1,688		
	Total	83,750	51			
To what exent do you find the following solutions suitable to overcome CSR obstacles? [Provision of planning schedules]	Between Groups	1,532	2	,766	,558	,576
	Within Groups	67,295	49	1,373		
	Total	68,827	51			

Table 9 – Engagement in certification schemes

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6,033	2	3,017	2,026	,143
Within Groups	72,967	49	1,489		
Total	79,000	51			

Table 10 – Award initiatives

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1,325	2	,663	1,872	,165
Within Groups	17,348	49	,354		
Total	18,673	51			

Table 11 - Improved integration of Corporate Social Responsibility

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	,182	2	,091	,056	,946
Within Groups	60,593	37	1,638		
Total	60,775	39			

Table 12 – Obstacles certification

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	88,052	2	44,026	,491	,615
Within Groups	4396,948	49	89,734		
Total	4485,000	51			

Table 13 – Benefits certification

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	200,953	2	100,477	1,096	,342
Within Groups	4491,124	49	91,656		
Total	4692,077	51			

13. Annex 5

Characterisation company sizes of tour operators

6a: Small tour operators

Meaning
The small tour operators described that CSR means sustaining the future, being more aware of the environment, providing positive impacts, and giving back to communities. Small tour operators often have specialisations such as wildlife or environmental conservation, and a very high focus on social empowerment. They are providing direct benefits, as they believe CSR is educating people, empowering them, and to protect the environment actively. Thereby, they expressed that their interest in CSR arises from their personal mind-set, and that they want to reinforce the awareness of the whole industry.

Regarding the uprising trend of tourists that want to travel sustainably, the small tour operators notice this by the rising interests of tourists in their CSR practices. They also brought forward the concept of social responsibility, wherein they either provide direct and short-term solutions, or indirect and long-term solutions to improve the livelihood of people working in tourism. The small tour operators have a low focus on using CSR as a marketing tool, and feel that creating a positive company image and responding to growing customer demands less important than benefitting local communities and improving the society.

Competences
Small tour operators have all their employees personally involved, due to their low number of employees. Therefore, they do not have to make them aware of CSR policies. The skill of knowledge and education is considered most important by the small tour operators, as knowledge about sustainability is needed to understand the current situation and to make a change. They also consider communication an essential skill, especially the external communication as they are closely working with local communities. Thereby, they feel that being aware of sustainability is a necessary skill to create a similar mind-set within the tourism industry.

The small tour operators are solely focused upon donating manpower and time, instead of money, and they employ local people from disadvantaged communities such as townships. Thereby, they have implemented the practices of water saving, energy saving, recycling waste, and taking their footprint into account when making business decisions most. Additionally, they personally involve themselves when selecting environmentally friendly suppliers, whereby they require their suppliers to meet certain standards. The small tour operators are to a certain extent sensitive to client demands, they all offer socially and environmentally friendly tours, and have a high interest in educating tourists

The small tour operators consider the lack of sustainability awareness, little demand of sustainable tours, money, and time moderate obstacles when practicing CSR. They felt that the main solutions to overcome their barriers would be more guidance, as they indicated

that provision of mentorship, more promotion from support networks, and the provision of planning schedules were suitable solutions for their CSR struggles.

Materials
Generally, the small tour operators do not have finances allocated to CSR projects, as they prefer to donate money and manpower instead of money. The small tour operators mainly use CSR code of conducts for their suppliers instead of CSR policies and CSR contracts, which they consider as guiding documents. All tour operators have CSR visible on their websites, and the small tour operators emphasised that they only do this to create awareness, and not as a marketing tool.

The small tour operators do not use renewable energy resources, mainly because they cannot afford the high investment. Regarding compensating CO_2 emissions, the few small tour operators that are involved, took on a personal approach whereby they do tree-planting outings with employees and tourists. Additionally, the ones that are not compensating their CO_2 feel that they lack resources to participate in this practice.

6b: Medium sized tour operators

Meaning
The medium sized tour operators also described that CSR means sustaining the future, being more aware of the environment, providing positive impacts, and giving back to communities. The medium sized tour operators are providing direct benefits as they, similarly to the small tour operators, believe that CSR is educating people, empowering them, and to protect the environment actively.

The medium sized tour operators also discussed the concept of social responsibility, wherein they either provide direct and short-term solutions, or indirect and long-term solutions to improve the livelihood of people working in tourism. The medium sized tour operators have a low focus on using CSR as a marketing tool, and feel that a positive company image and responding to growing customer demand are averagely important. Additionally, they do find benefitting local communities and improving the society very important.

Competences
Medium sized tour operators have all employees actively involved, however their level of active involvement ranges from only being aware to fully involved in the practices. Briefing staff members on CSR is barely integrated. They consider knowledge and education as most important skill, together with external communication and being aware of sustainability.

The medium sized tour operators are involved in both philanthropy and donating manpower and time, and employ both people from disadvantaged communities as highly educated people. The majority of the medium sized tour operators choose environmentally friendly suppliers but are experiencing obstacles, and the companies require their suppliers to meet certain standards. The medium sized tour operators have a high interest in educating tourists, and have averagely implemented the practices of water saving, energy saving, and

waste recycling. The medium sized tour operators offer socially and environmentally friendly tours.

The medium sized tour operators also considered the lack of sustainability awareness, little demand of sustainable tours, money, and time as obstacles when practicing CSR, but to a higher extent. This group of tour operators indicated that the solutions were only moderately applicable to them, as they don't need further guidance in practicing CSR.

Materials
The medium sized tour operators have finances allocated in terms of fixed client percentages of contribution, practices of doubling the amount of donations by a partner company, and by having specific CSR budgets for these expenses. The medium sized tour operators mainly use CSR policies and CSR contracts with their suppliers. The medium sized tour operators have their CSR projects visible on the website, but also they emphasized that this is purely to create awareness, and not promoted for marketing purposes.

The few medium sized tour operators that use renewable energy sources have solar power, whereof the motivation is either the return on investment, or a lack of governmental supplies. The few medium sized tour operators that compensate CO_2 emissions have a personal approach where they plant trees with employees and tourists. The remaining companies feel that planting trees is not sustainable at all, as it is destructive to the environment when the trees are not taken care of after the planting.

6c: Large tour operators

Meaning
Likewise the small and medium sized tour operators, the large tour operators also claim that CSR means sustaining the future, being more aware of the environment, providing positive impacts, and giving back to communities. The large tour operators attempt to cover both social as environmental issues while doing their tour operating business. This group mainly provides indirect benefits by creating awareness about CSR issues and to not negatively impact the environment. They describe it as a win-win situation wherein they work sustainably, while running a profitable business.

Regarding the rising trend of sustainable tourists, the large tour operators have developed and adapted their practices based on the new tourists needs, often pushed by agents, as they attach high value to responding to growing customer demands. Thereby, they also have a high focus on creating a positive company image and using CSR as a marketing tool. Additionally, they also feel that benefitting local communities and improving the society is very important.

Competences
Large tour operators have all employees actively involved as well, and likewise, the levels of active involvement range from only being aware of CSR, to being fully involved in the practices. Briefing staff members on CSR is barely integrated. The large tour operators also

consider knowledge and education the most important skill in practicing CSR. Thereby they also focused on the necessity of communication skills, but mainly for internal and networking communication. Additionally, they also felt that being aware of sustainability is an important skill in order to practice CSR.

The large tour operators are mainly involved in philanthropy, and employ South Africans with a full education. The majority of the large tour operators choose environmentally friendly suppliers, where they are experiencing some obstacles. Thereby, they do not require their suppliers to meet certain CSR standards, but only encourage them to practice sustainability. The large tour operators have a high interest in educating tourists, and have averagely implemented the practices of water saving, energy saving, and waste recycling. They also offer socially and environmentally friendly tours.

The large tour operators also considered the lack of sustainability awareness, little demand of sustainable tours, money, and time as obstacles when practicing CSR, but only to a small extent. Only the obstacle of time was considered very accurate. The large tour operators also felt that the main solutions were suitable to improve, mainly to improve their company image and marketing products.

Materials

The large tour operators also have finances allocated in terms of fixed client percentages of contribution, practices of doubling the amount of donations by a partner company, and by having specific CSR budgets for these expenses. The large tour operators, likewise the medium sized companies, mainly use CSR policies and CSR contracts with their suppliers, rather than code of conducts. The large tour operators have their CSR projects and practices visible on their website, and acknowledged using this for marketing purposes.

The low number of large tour operators that make use of renewable energy, have solar power. Their motivation is similar to the medium sized companies, the return on investment or a lack of governmental supplies. The majority of the large tour operators do not compensate their CO_2 emission, as they feel it is destructive to the environment to plant trees that are not taken care of after the planting.