

AALBORG UNIVERSITY

Value expansion in sustainable tourism industry by the enhancement of destinations and networks

Harmonization of tourism certifications using an expanded sustainable
development planning model

by

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Preface

This master thesis has been written by Silvia Munafó, a fourth semester student at the masters program Environmental Management and Sustainability Science. The master thesis has been written in the Spring Semester of 2018.

The topic of the report connected to ecolabelling schemes in the sustainable tourism industry. The aim of the thesis is to give an insight and a possible approach for the harmonization of these ecolabels fostering the sustainable development of tourism businesses while considering also the features and the enhancement of destinations where the businesses are located.

Aalborg University, June 2018

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“It is not hard to make decisions once you know what your values are.”

Roy E. Disney

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Abstract

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The thesis introduces and analyzes the practicality of an expanded approach for sustainable development connected to tourism. The expanded approach is framed by a redesigned model. This model is based on (i) existing models that have been tested and used in practice, and (ii) the structure and elements of analyzed ecolabel schemes and standards. The model aims to cover enterprise, value chain and destination scale to find and possibly connect common strategic directions of different actors. However, this study mainly focuses on the viewpoint of enterprises and their possible contribution to the enhancement of networks and destinations.

The structure and content of the introduced existing models are detailed and analyzed in the study. After the categorization and positioning of ecolabels, three service (tourism accommodations) and two destination related ecolabels are introduced and analyzed. The analysis focuses on the structure and the future development directions of the criteria-sets. Indicators are collected based on this analysis which are indicated in the expanded model. Moreover, sustainability strategies of chosen hotel chains are introduced and studied. The main strategic sustainability areas and goals, and the application of the United Nation Sustainable Development Goals in the strategies are presented. The aim of the involvement of the UN global goals is to study their current application in practice and their effectiveness to bridge the strategic directions and goals of different actors.

The theoretical analyzes and the expanded model are applied in the case study of Scandic Hotels.

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Abbreviations

BM	B usiness M odel
CSR	C orporate S ocial R esponsibility
EDEN	E uropean D estinations of E xcelle N ce
EL	E co L abel
EMAS	E nvironmental E co- M anagement and A udit S cheme
EMS	E nvironmental M anagement S ystem
EU	E uropean U nion
ISO	I nternational O rganization of S tandardization
SBM	S ustainable B usiness M odel
UNEP	U nited N ations E nvironmental P rogramme
UNWTO	U nited N ations W orld T outism O rganization

Chapter 1

Introduction - Global and local impact of tourism

The global and local impacts of tourism get more and more attention and considered to be a significant factor in the fast process of climate change. (United Nations World Tourism Organization [19]) The rising tendency of the carbon dioxide level in the atmosphere still accelerates, hindering to reach the targets of the Paris Agreement on the reduction of carbon dioxide level and on the reduction of the rise of global temperature. (International Energy Agency [27], European Commission [28]) In May of 2018, the global carbon dioxide level in the atmosphere reached a new record exceeding an average of 410 parts per million (ppm) during the entire month. This level was the highest in the last 800.000 years. (European Council [29]) The demand for energy increased 2.1 % globally in the last years and approximately 72 % of this increase due to the use of fossil fuels. (International Energy Agency [27]) A new study on the carbon footprint of global tourism shows that 8 % of global greenhouse emission connected to tourism in general, in large part due to air travel. The increase of emission is in parallel with global development, since the tendency shows that the most harms caused are connected to (i) tourists from developed countries as these are the main sending countries and to (ii) the development level and features of host countries and destinations. (Manfred Lenzen, Ya-Yen Sun, Futu Faturay, Yuan-Peng Ting [30]) The gap between these countries can be significant, since the less developed destinations have less resources in place to address the issues created by tourism. And solutions for these issues are urgent not just in the global but in the local setting as well. (United Nations Word Tourism Organization [31]) For example, tourism is a significant economic factor for small islands that is based mostly on its natural features. (Sharpley and Ussi [32]) These destinations are popular, heavily exposed to impacts of tourism even so their small size and less accessibility. By

the combination of these features, nature is at risk in this self-digesting process. Therefore, the responsibility is shared. Shift in mindset and conscious actions have to be made by tourists and sending countries to change consumption habits and pattern, and by actors in the host destination to regulate, innovate and develop locally. These actions cannot be done alone, collaboration is necessary to raise awareness and put complex, synergic actions into effect. And time is pressing, since the annual growth of the global tourism industry is already approximately 5 %, with the increase of the demand for luxury travel. (Manfred Lenzen, Ya-Yen Sun, Futu Faturay, Yuan-Peng Ting [30])

With the aim to create public awareness and make steps to address the issue, 2017 was the international year of sustainable tourism for development. A study about the position and possible contribution of the tourism industry in the UN 2030 Agenda for Sustainable Development has been developed. (United Nations World Tourism Organization [19]) In general, sustainable tourism has to be "economically viable, culturally accepted, and universally practiced" (Michael Moller, Director General, United Nations Office at Geneva, United Nations World Tourism Organization [33]), for which public/private partnerships are necessary. (World Tourism Organization UNWTO [34])

Focusing directly on partnerships, the Fairtrade organization is also working with the UN 2030 Agenda for Sustainable Development in their strategy for 2016-2020 "Changing Trade, Changing Lives". Based on the "Fairtrade Theory of Change" model introduced in the strategy, standards and certifications for businesses, organizations and along supply chains can contribute to ground and ensure the development of fair, resilient, viable and inclusive partnerships and networks. (Fairtrade Global [35]) These types of tools can also contribute to foster and position sustainable tourism in the industry (European Parliament [6]).

However, on the other hand, the volume and variety of quality and sustainability ecolabels in tourism can lead to credibility and barrier issues in consumer choice that also need to be addressed in order to make these marketing and management tools meaningful and effective. (European Parliament [6], Font and Buckley [9]) Therefore, the harmonization of existing ecolabels and standards is needed in the sector to increase competitiveness. The European Parliament's Committee on Transport and Tourism currently runs a research about the possibility of the introduction of a harmonized certification system, standard package and single tourism ecolabel in the EU. (European Parliament [6]) This also proves the actuality of the topic.

But what is sustainable tourism? That is a fundamental question that needs a dynamic answer to set the direction of the concept. According to the UNWTO definition: "Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future." (United Nations World Tourism

Organization [36], pg. 7) The concept covers and balances the three aspects of sustainability (environmental, economic, socio-cultural). Therefore, it deals with issues of natural resources, ecosystems, biodiversity, stable employment, local well-being, cultural heritage etc. (United Nations World Tourism Organization [36])

There are emerging new approaches and synergies with other concepts connected to sustainable tourism. The concept of creative industry and its connection to tourism is discussed in the OECD study (Organisation for Economic Co-operation and Development) from 2014. It emphasizes the importance and potential of intangible features and elements that can have an attractive and engaging role for tourists. The smart "utilization of these features and opportunities can foster the sustainable development of tourism with focus on local culture. Awareness raising of tourists can contribute to the protection of local cultural features, can enhance creative industry and contribute to the sustainable development of the destinations. (OECD [37])

The role and importance of natural features are also in the spotlight. Studies were conducted focusing on the value orientation of young tourists (born between 1980 and 2000) (Cavagnaro et al. [38]). According to the findings, the contact with nature during the travel experience is an important factor for the younger generation. They also interested in new types of experiences and look for opportunities to learn and understand other cultures. Therefore, they are " an innovative force and (...) their choices may lead to new approaches to tourism by the wider society" (Cavagnaro et al. [38], pg. 4). The consideration of these tendencies could be useful and necessary for the value proposition of actors in the tourism industry.

Culture and nature are fundamental elements for the viability of tourism. Therefore, new approaches and solutions are needed for the protection and enhancement of these elements. For this, sustainable use of (natural) resources is a basic requirement. The concept of circular economy and its possible applications in the tourism industry is a current topic. Tourism closely connected to different sectors resulting in complex material flows. Therefore, solutions for circularity in the tourism industry can be found also outside tourism (such as circular economy models for plastics, washing machines, furniture etc. (Manniche et al. [39]) For example, the sustainability work of Scandic Hotels also applies the concept. The hotel group have a lifecycle perspective in their procurement and highlights the importance to make sustainable choices. Ecolabels and other certifications can make sustainable choices easier and more effective. (Scandic Hotels [40])

This study introduces and analyzes tools that can contribute to the mitigation of the impacts of products and services in tourism. The main focus is on the ecolabels and hotels. Through these tools, the study also has an outlook to a broader, destination scale that have the potential to embed new approaches in the focus of the tourism industry.

1.1 Research objective and questions

The following research questions have been formulated:

How transition in the understanding of sustainable tourism, from mitigation of impacts of products and services towards enhancement of destinations and networks, can be fostered?

Subquestions

1. *What tools can be used to implement sustainability at tourist companies?*
2. *What are the approaches of the different stakeholders and their understanding of sustainability and sustainable tourism?*
3. *Can a stepwise model be part of the solution in the transition process towards sustainable tourism?*

The research aims to find tools that can expand the approach and understanding of actors and stakeholders about sustainability in the tourism industry. The engagement of stakeholders in a more dynamic and complex system (networks, destination) could expand their values and therefore, their benefits. However, this system needs to be intelligible in order to be effective. Therefore, the understanding of tools and stakeholders is necessary. Subquestions 1 and 2 reflect to these elements. Based on the learnings, a stepwise model is framed to help the transition process. Subquestion 3 is related to the usability of this model that is tested by analyzes and case studies.

1.2 Research design and methodology

The research is built up of four main phases:

- Grounding research
- Analysis of tools connected to sustainable tourism
- Theoretical model expansion for the analysis of actors related to sustainable tourism
- Application of the expanded model in case study

1	2	3	4
Literature reviews	Literature reviews	Literature reviews	
	Reports	Reports	Reports
	Standards	Standards	
	Criteria documentums	Criteria documentums	
	Interviews		Interviews

FIGURE 1.1: The four phases of the research design and the connected data collection methodologies

Data have been collected by interviews, literature review and from analysis of reports, standards and criteria documents. (Figure 1.1) A grounding research mainly based on academic literature have been done in the first phase of the study. Then, the focus turned to the selection and study of possible tools for sustainable tourism. Chapter 2 consists the analysis of existing tools: models, environmental management system, ecolabels. Data have been collected from literature review, reports, standards, criteria documents and interviews. (Appendix E, Appendix B, Appendix D) A "point allocation" methodology have been adopted for the analysis of the criteria-set of tourism accommodation ecolabels. (Analysis by the number of allocated requirements in the different criteria categories.) The methodology originally has been used for the revision of the EU Flower ecolabel (Garrido et al. [13]). Applying this methodology for the other two introduced tourism accommodation ecolabels (GreenKey, NordicSwan) made the comparison of their criteria-sets possible. The aim of the comparison was to identify the future development directions of the criteria. Therefore, the focus of the analysis was on the new/recommended requirements. Using these requirements as indicators had the potential to position the model expansion (Chapter 3) better and to provide more meaningful outcomes from the analysis of the given case studies (Chapter 4).

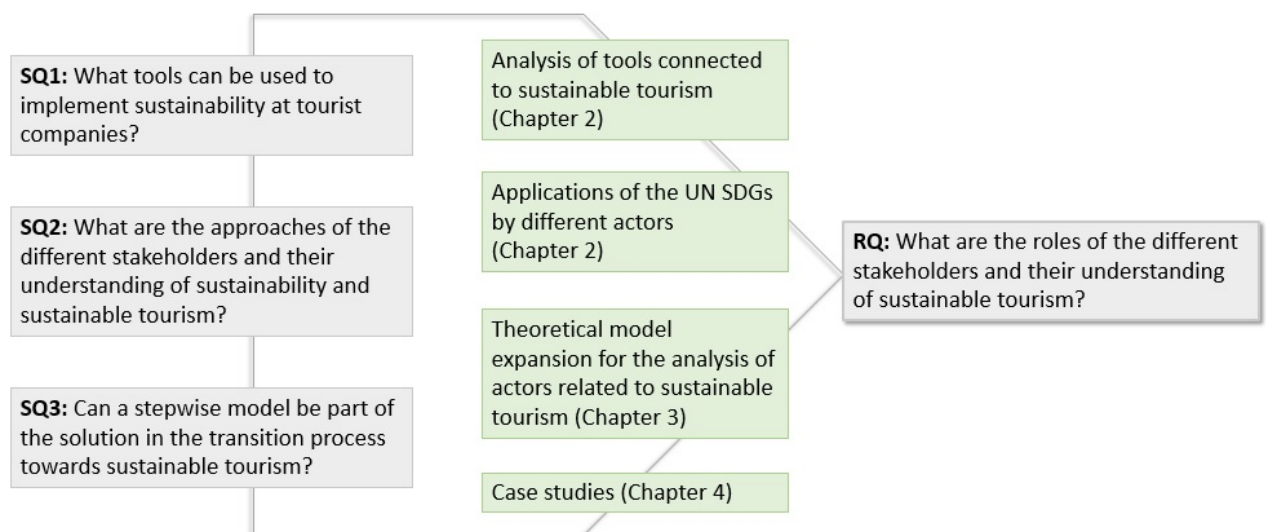


FIGURE 1.2: Connection between the structure of the study and the research questions

Besides the criteria-sets, the structures of the different ecolabel schemes have been also analyzed to help framing the expanded model. Finally, the United Nation Sustainable Development Goals (UN SDGs) and their application in the sustainability strategies of different hotels have been introduced. The aim was to study how these common goals engage the different actors in tourism, and how can they bridge the different scales and dimensions of these actors in the practice.

The theoretical model expansion in Chapter 3 links back to the analysis of the existing tools. The conceptual framework of the model is based on literature review. It is followed by the detailed analysis of the existing models that have been introduced in Chapter 2. The identified recommended requirements of the ecolabels from Chapter 2 are included in the expanded model as indicators.

Finally, the expanded model is applied to the case study of Scandic Hotels. The case study based on information collected by the interview with the CSR coordinator of Scandic Hotels in Denmark and by the analysis of Scandic's formal documents.

Chapter 2

Continuous improvement of tools connected to sustainable tourism

In this chapter, concepts and tools of sustainable tourism are introduced based on literature reviews, informations from interviews and formal documents. Section 2.1 focuses on environmental management systems, ecolabels and models. It elaborates on the requirements and criterias of these voluntary tools with a focus on the changing elements of these. The directions of the changing trends are analyzed by statistics, and categorized by concepts from the introduced models. The changing elements and the categorization makes the foundation for the expanded model that will be discussed in chapter 3. Moreover, section 2.2 introduces the United Nations' Sustainable Development Goals and its application in tourism. The aim of the section is to study which goals are the most commonly connected to tourism, and to study the relation of these to the directions of the changing elements that have been set in the previous sections. The question is if the goals can be used as elements of a global sustainable strategy that is able to bridge the directions of the different dimensions and sectors, in case of this study, related to tourism.

2.1 Tools for sustainable tourism and sustainable development models

The study works with two existing sustainable development models (four-step model, Canadian model) and related tools (environmental management systems, ecolabels). These are introduces in this section organized around relevant issues and dialogues connected to the usage of these tools in tourism, such as:

- Concepts, terminologies and identification of tools
- Marketing and Management
- Credibility
- Typology of (eco)labels
- Development of the ISO 14001 standard

See the comparison of ecolabels and awards in Appendix F.

2.1.1 Models and related tools

The four-step model

The four-step model has been developed in the project "Sustainable tourism in Mid- and North Jutland" during 2001-2003. It is an overall frame for sustainability tools and indicators. The aim of the project was to help the region to become a sustainable tourism destination by collaboration and development of enterprises and municipalities. (Appendix D, Kernel [1]) This gives the basis of the overall scope of the study field. The model categorizes and leads the enterprises through the four steps, starting from the implementation of basic sustainability criteria (good house-keeping), to more comprehensive environmental management approaches inside the boundaries of the enterprise (Environmental management) and also beyond that (Front-runners), and finally to an expanded, holistic sustainability understanding in concept (Sustainability). (Kernel [1]) (Figure 2.1)

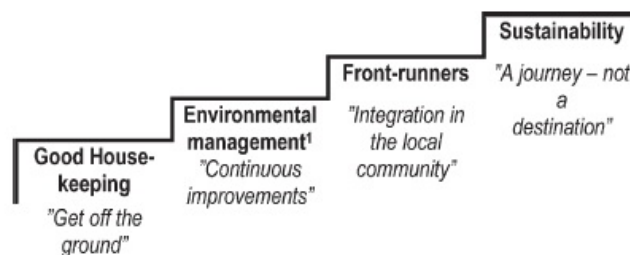


FIGURE 2.1: The basic four-step model (Kernel [1])

Also to ensure the practicality of the project, tools (environmental management systems and ecolabels) have been embedded at the different steps in the model. The development and design of the model itself and the positioning of the tools was a continuous process based on consultations with the different actors who have been involved. (Appendix D, Kernel [1]) In the first phases of this process, the project worked with an own ecolabel

as a sign of compliance with the second step. However, learning from the feedbacks of the actors, it had been changed to existing and already known ecolabels (GreenKey, EU Flower) since these had already greater credibility and marketing force and therefore gave bigger incentive for the enterprises to work with the model and implement sustainability measures. (Appendix D)

Besides these ecolabels in the second step, the compliance with the third step covered the criteria of the ISO 14001 and the EMAS standards. The model was practical enough to use it as a compass in sustainability measures and anchoring the different tools connected to these measures. But the requirements of both the management systems and the ecolabels have been changed since then, following the development trends of the industry (elaborated later). For example, the current version of the GreenKey criteria for hotels articulates and emphasizes the involvement of partners along the supply chain more than the previous versions. (GreenKey [10]). Therefore, the update of the indicators in the model is needed.

The Canadian model

The Canadian model is developed by the Canadian organization Network for Business Sustainability in 2012, using information from 127 academic and industry actors. The outcome of the project is the model. It can function as a roadmap with three stages for professionals about how to make innovations in their business to become more sustainable. Case studies and practical examples are also collected to foster the transiting towards a sustainable business and for this, to help the understanding of the process and the concept. The sustainable transition can be built up only with conscious decisions and actions that are embedded in a sustainable business model (SBM). This means the equal consideration of environmental/planet, social/people and economic/profit factors. The revision of business models for sustainability is in the second stage of the model. (Network for Business Sustainability [2]) (For comparison, in the four-step model, SBMs and sustainability accounting that equally embed these three pillars are in the fourth step, as indicators. (Kernel [1]) The combination of innovation-sustainability-profitability has the potential to ensure competitiveness which provides the argument for the need of business sustainability in general.

The model presents the process of the transition from technology-based, insular and stand-alone innovation towards a people-based, systematic and integrated process that is embedded in the DNA of the organization. This sets the direction for the three stages: Operational Optimization, Organizational Transformation and Systems Building (Figure 2.2). The first stage is focusing on innovation inside the boundaries of the enterprise, categorizing them into product, service and organization level. These are mostly the

so-called low-hanging fruits. The second stage introduces possible new approaches and business logics that needs the revision of the BM of the firm. Finally, the third stage relates to systematic overall transitions that effects not just the firm but the industry, market and community as well where it is located. For example, industrial symbiosis as a collaboration form creates a local (or at a given scale) circular economy. A quite well-known example is in Kalundborg, in Denmark. The main principle is that somebody's waste can be a resource for others, just as in Circular Economy (CE). However, the formal CE package with strategies and action plans were introduced in 2018 by the European Commission (European Commission [41]) while the Kalundborg Symbiosis has been developed since 1972. The symbiosis based on the partnership of eight private and public companies and organizations, including the local municipality. (Kalundborg Symbiosis [42]) This also proves that besides implementation of new business models, the third stage can be hardly achieved without cross-sectoral collaboration along the engagement of local communities and cultures, and without political support. (Mulrow et al. [43])

The research connected to the Canadian project showed the ratio of the studied organizations in each stages. According to the findings, 70 % of the organizations are still in the first stage, 28 % in the second stage while 0 % reached the third stage. However, the data based on the given organizations who participated in the research, the outcome is noteworthy and indicative. (Network for Business Sustainability [2])



FIGURE 2.2: The Canadian model for business sustainability (Network for Business Sustainability [2])

Relations between the two models and the connected environmental management systems

The detailed version of the Canadian model (from 2012) includes environmental management systems as a tool and indicator already in the first stage (ecolabels are not indicated) while in the four-step model (from 2003) it is indicated in the second and third steps. With other words, the four-step model separates the basic operational optimization measures and the more systematic environmental management into two steps while the Canadian model indicates these already in the first step (elaborated in chapter 3). (Network for Business Sustainability [2], Kernel [1]) Even considering the different focus groups and settings of the two models, the difference in the indication of the environmental management system tool can reflect a general, global trend of the increasing consideration of sustainability in business development between 2003-2012. This can be proved by the increasing tendency of the number of ISO 14001 environmental management system standard certifications in this period is proved by the ISO statistics. (International Organization for Standardization [44]) The number ISO 14001 certifications in 2003 was approximately 65000 in global while this number reached the 260000 in 2012. However, the rate of the annual growth had decreasing tendency. (International Organization for Standardization [44]) In case of Denmark, both the tendencies of the number of certifications and the annual growth were increasing. However, the latter is mostly due to the salient endpoint values. The number of certifications was 486 in 2003 while this number was 1756 in 2012. (International Organization for Standardization [44])

The ISO standards are revised every five years to keep up with the changes in the marketplace. In justified cases, new version is published with three years transition period for previously certified companies or organizations, to get the new certification (International Organization for Standardization [17]).

During the development of the four-step model, the ISO 14001:1996 version was in effect, while in case of the Canadian model the ISO 14001:2004 was valid. Currently, the ISO 14001:2015 is the latest version. With the three year transition time, the validity of the previous version ceases in September, 2018. The key changes between the versions are listed below.

Key changes and improvements from the 1996 to the 2004 version:

- Structural changes for better compatibility with ISO 9001:2000.
- Introduction and explanation of the PDCA cycle.
- Emphasis on the continual improvement of the EMS.

- Direct link between environmental aspects and impacts.
- Environmental policy has to be formally expressed by top management and broadly communicated (not just to employees but also to contractors, volunteers etc.).
- Definition and documentation of the scope of the EMS.
- Increased emphasis on the root cause analysis of nonconformities and on preventive actions.
(The Government of the Hong Kong Special Administrative Region [45], National Center for Implementation of Cleaner Production [46])

Key changes and improvements from the 2004 to the 2015 version:

- New common structure to promote integrated management systems and compatibility with other ISO management standards. Enhancement of the application of the PDCA cycle.
- New requirements for the description of the "context of the organization" and for the integration of the EMS into the strategic planning processes of the organization.
- Increased focus on leadership and demands to get involved in environmental issues.
- Focus on proactive actions for climate change mitigation and sustainable resource use.
- Increased focus on environmental performance monitoring and actions to address risks and opportunities.
- Life cycle perspective.
- Emphasized need and requirements for communication strategy. Especially, better communication with stakeholders.
- Digital documentation.
(International Organization for Standardization [17], International Organization for Standardization [18])

On the one hand, both revisions have a focus on the structural compatibility of the standards, on the integrability of the EMS into the processes of the organization and on the importance of leadership and communication. On the other hand, while the first revision emphasized the need to define the scope of the EMS, the current revision goes further to understand the context of the organization and then integrate the EMS into its strategic planning processes. Also, rather than a general approach to environmental

Revision 1996-2004	Revision 2004-2015
Structure	
PDCA	
Continuous improvement	
Scope of the EMS	Context of the organization
	Integration of EMS into strategic planning processes
Top management	Leadership
Communication (internal and also external)	Involvement of stakeholders
	Communication strategy
Environmental aspects and impacts	Environmental performance and monitoring
Preventive actions	
Cause analysis of nonconformities	Risks and opportunities

FIGURE 2.3: Relations between the main aspects of the revisions

aspects and impacts, concrete actions for performance improvements and monitoring are fostered. (Figure 2.3)

The revision of the 2004 version was needed because the environmental context in global that organizations have to work in became more challenging. The dialogue in climate change became more serious (for example, COP21 and the Paris Agreement), the expectations of policy-makers especially connected to water and energy use are increased. It has also been followed by the expectations of stakeholders, in order to comply with the new legal requirements. Therefore, ISO 14001:2015 is a tool to help to meet legal requirements but it also goes beyond this. It is a self-improvement tool that supports the advancement and continuous improvement of organizations in environmental context. It sets a standard to help organizations perform according to their environmental commitments and can be a "distinguisher" from other organizations in the market. (International Organization for Standardization [17])

There are more benefits of the implementation of this voluntary tool. It can be part of the image building of a modern company. Also, it provides an organized way to engage employees in environmental issues and to meet environmental commitments. Furthermore, it contributes to fulfill stakeholder expectations. The improved performance and increased efficiency of processes also can have direct financial benefits. (International Organization for Standardization [17]) All in all, the EMS gives competitive advantage related to both marketing and management.

While the core, most common and visible standard is the ISO 14001, the ISO 14000 family is built up more, interrelated standards (also with other ISO standard families

like ISO 9000), such as ISO 14040 for life cycle assessment, ISO 14020 for environmental labels and declarations, ISO 14063 for environmental communication, ISO 19011 for quality and/or environmental management systems auditing or ISO 14006 for ecodesign. All the different standards in the family (like in Figure 2.4) and the elements of each one (Figure 2.5) can fit into the PDCA cycle, founding the base of an integrated management system also with some links to marketing (ecolabels, environmental communication). (International Organization for Standardization [3]).

PLAN	DO	CHECK	ACT
ISO 14001 - Environmental management systems – Requirements with guidance for use	ISO 14040 - Environmental management – Life cycle assessment – Principles and framework	ISO 19011 - Guidelines for quality and/or environmental management systems auditing	ISO 14020 - Environmental labels and declarations – General principles ISO 14063 - Environmental management – Environmental communication – Guidelines and examples

FIGURE 2.4: Example for how the different ISO standards fit into the PDCA cycle) (International Organization for Standardization [3])

PLAN	DO	CHECK	ACT
<ul style="list-style-type: none"> - Organizational context - Needs and expectations of stakeholders - Scope of the EMS - Leadership and top management - Environmental policy - Rules and responsibilities - Environmental aspects and impacts - Compliance obligations - Risks and opportunities - Environmental objectives and indicators 	<ul style="list-style-type: none"> - Resources - Competencies - Awareness - Internal and external communication - Documentation - Operational control processes - Preparing for emergency situations and responses 	<ul style="list-style-type: none"> - Monitoring, measurement, analysis and evaluation of environmental performance - Evaluation of the fulfilment of compliance obligations - Periodical internal audits - Reviews of the EMS for continual suitability, adequacy and effectiveness 	<ul style="list-style-type: none"> - Actions to deal with nonconformities - Actions for continual improvements

FIGURE 2.5: The elements of the ISO 14001 standard in the PDCA cycle) (International Organization for Standardization [4])

ISO 14001 is a general standard that can be implemented in any types of organization. (International Organization for Standardization [3]) However, because of the high potential environmental impacts, the sectors with the highest number of certificates are connected to construction, metal products, electrical and optical equipment, motor vehicles, rubber and plastic products and machinery and equipment. The average number of certificates among the 39 industrial sectors (based on the European accreditation code system of industrial sectors) is 8.062 certificates in 2016. In 2016, the construction sector had the largest number of certificated with 49.837 while this number in the hotel and restaurant sector was 1.786 (red in Figure 2.6) in global. (International Organization for Standardization [5])

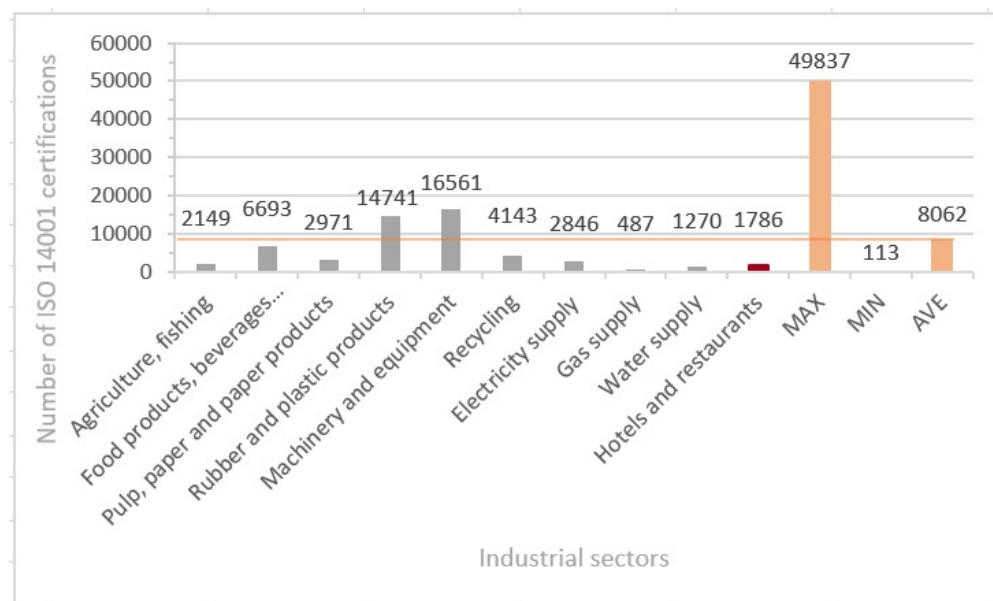


FIGURE 2.6: Number of ISO 14001 certifications among sectors in 2016, in global (based on International Organization for Standardization [5])

Environmental management systems and ecolabels - Marketing vs. Management tool

As it has been explained above, voluntary tools such as environmental management systems (detailed above) and ecolabels (elaborated later) can be complementary to each other and to formal regulations. However, they have different levels of recognition and perception among stakeholders and therefore, credibility and effectiveness in the industries, in the case of this study, in the tourism industry. (Font and Buckley [9])

Both environmental management systems and ecolabels can have marketing and management sides as well, however rather ecolabels have focused marketing role in the private sector. The focus of environmental management systems is on the management side (Appendix E). For example, the ISO management system family does not have centralized marketing logo that can be earned and used after the verification of the compliance with the criteria. This means that ISO, as the organization, develops the standards but it is not involved in the certification and issuing processes. Enterprises can be certified by external, third party organizations whose have different types of marketing logo for the standards that can be displayed by the certified enterprises. (International Organization for Standardization [47], International Organization for Standardization [17]) Figure 2.7 shows some examples of these different logos.

In case of credible, well-designed ecolabels, the management and the marketing roles are in balance. For this, comprehensive criteria system that follows the development



FIGURE 2.7: Logos of external ISO 14001 certifications (external body examples: SGS, bsi., Dekra)

trends of the industry has to be designed under the ecolabel, backed with sound and transparent evaluation and monitoring procedures. (Font and Buckley [9])

2.1.2 Ecolabels

Credibility of ecolabels

The regular update and re-validation of ecolabels at frequent periods is necessary in all sectors but especially in tourism. Development trends of markets, industries and technologies have to be followed and adjusted to in general but the specific features of tourism products require even more complex indicators for the verification processes. It is due to the "intangible, perishable, inseparable and heterogeneous nature of the products". (Font and Buckley [9]) This need for more complex and regular updates can not be omitted for any voluntary initiatives in the field, such as credible ecolabels.

The UNEP highlights five main credibility factors for voluntary initiatives (such as ecolabels, environmental management systems):

- *Participation of all types of related stakeholders in the development process.*
This ensures the relevance of the ecolabels.
- *Well-designed criteria system that based on sustainable development.*
The criteria system need to be flexible to be able to respond changes and tendencies in the given sector. Besides relevance, it ensures continuous improvement.
- *Criteria with incentive force that lead to the continuous improvement of enterprises.*
The criteria should be proactive enough to make the ecolabel distinctive among actors but at the same time the requirements have to be reasonable, realistic and reachable to make it worth for actors to implement it.

- *Transparency, publicly available informations.*

The management function of these schemes and the related actions need to be communicated towards stakeholders to make the ecolabel meaningful and trusted.

- *Independent and non-profit supervising organizations.*

The separation of funding, developing and evaluating functions from each other is vital for credibility.

(Font and Buckley [9])

Typology and classification of ecolabels

First of all, sustainability labels that include ecolabels and relate to sustainability features have to be distinguished from quality labels. (European Parliament [6]) The criteria system of these two main types of labels focus on different features.

Quality labels focus on the facilities and level of services of the hotels in general, such as if there is elevator in the building, available newspapers and magazines in the common areas, the length of the opening hours of the reception or the general impression of the hotel. (HOTREC Hotels and & Cafés in Europe [48]) A rather well-known (according to the conducted survey in this study) quality label in the EU is the star system developed by the HOTREC association (Hotels, Restaurants and Cafés in Europe). It is a harmonised hotel classification system provided by the partnership of hotel associations of Austria, the Czech Republic, Germany, Hungary, the Netherlands, Sweden and Switzerland. All in all, the main aim of quality labels is to distinguish the different quality levels of products and services in the hospitality sector and to provide incentive for its improvement. (HOTREC Hotels and & Cafés in Europe [48])

In contrast, the general, basic themes that the criteria categories of sustainability labels cover are related to water and energy consumption, waste management, the structure of the environmental management in the enterprise and also direct elements and actions for corporate social responsibility (CSR). However, under sustainability labels, different ecolabel schemes have different criteria structure (elaborated later). The main general aims of the ecolabels in the hospitality sector are sustainable resource use by technological and operational optimization, awareness raising and behavioural change of stakeholders. (GreenKey [10])

After the identification of sustainability labels, these can be further divided into 3+1 types, based on the ISO 14020 series of standards dealing with environmental labels and declarations.

- Types I: Environmental/Ecolabels with complex criteria system, certified by independent third parties.

- Type II: Self-declared environmental claims made by manufacturers and businesses.
- Type III: Environmental declarations that are based on a formalized set of data about the life cycle impacts and environmental parameters of products and services.
- An additional type (type I+I) can be separated covering ecolabels focusing on only one environmental issue, for example energy consumption of electric appliances (Energy Star label). (United Nations Office for Project Services [7]) These types of labels can be referred and/or required in the criteria of the more complex ecolabels (Type I). (For example, Energy Star in the EU Flower for tourism accommodations criteria.)
(United Nations Office for Project Services [7], International Organization for Standardization [8])

In general, ecolabels are "labels that identify overall environmental preference of a product or service based on life-cycle considerations" (United Nations Office for Project Services [7]). Some of the main features of ecolabel schemes:

- Voluntary tools with the aim to complement with existing legislations.
- Ecolabels provide competitive advantage in case of clear communication of the reached distinction in environmental performance of the product or service, compared to competitors.
- They are based on sound scientific evidence and state-of-the-art scientific data. Therefore, criteria are regularly updated.
- They are based on life cycle considerations, from design through maintenance to disposal.
- For credibility, the certifying bodies need to be independent third parties and the criteria system should be developed by all types of stakeholders. (Likewise in the UNEP credibility factors.)
(United Nations Office for Project Services [7])

Overall, ecolabels are consumer-focused tools that foster conscious choice-making, promote innovation, green products and services and offer good marketing opportunities. (Font et al. [49]) The marketing side of the ecolabels tends to be more emphasized. However, credible and well-designed ecolabels aim to have management functions as

well. For example, Scandic Hotels use the Nordic Swan ecolabel rather as a management tool than for marketing. Scandic Aarhus City hotel started a focused marketing campaign connected to the label only at the beginning of 2018. Before, the hotel had a less significant focus on utilizing the marketing potential of the label. (Appendix A) The influence potential of ecolabels depends on how much consumers care about the environment (norms and behaviours) and their perception about how much differences are there between ecolabelled and non-ecolabelled products and services (credibility). There is a multifold push-and-pull effect between consumers, industry and government related to ecolabels. (Font and Buckley [9])

Ecolabels in tourism

Ecolabels in tourism trigger the need to deal with environmental and sustainability issues in even a more complex way. This is due to the multi-sectoral feature of the tourism industry and the broad stakeholder network. To cover all functions and features in tourism, the combination of more types of ecolabels is needed. As it is presented in Figure 2.8, labels related to sustainable tourism are under sustainability labels and type I ecolabels. (European Parliament [6]) From here, tourism ecolabels can be divided into two main categories: quality ecolabels and performance ecolabels. Quality ecolabels can relate to destinations and local features while performance ecolabels are connected to tourism providers such as hotels or agencies, or with other words, to products and services. (Font and Buckley [9]) However, products and services are highly interrelated, in many cases hardly separable in tourism (for example, experience packages with services as a product) (Appendix E).

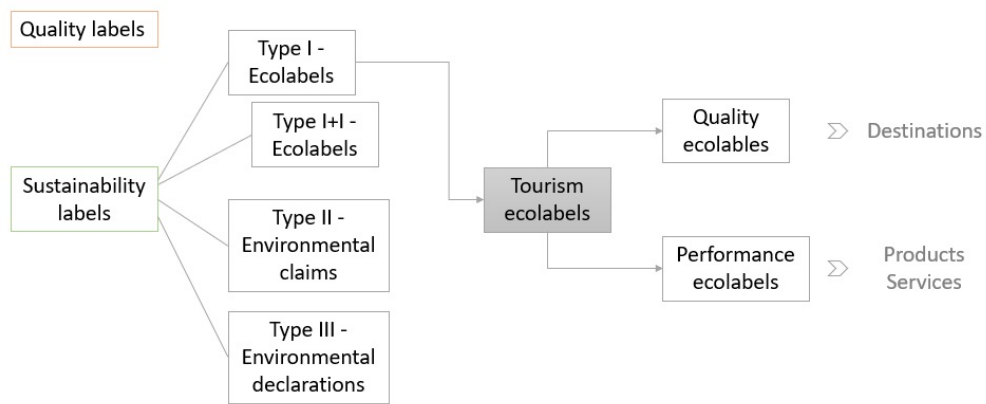


FIGURE 2.8: Typology and classification of ecolabels (based on European Parliament [6], United Nations Office for Project Services [7], International Organization for Standardization [8] and Font and Buckley [9])

In the next sections, some selected product, service and destination type tourism related ecolabels are presented summarizing its main features and structure also covering the

UNEP credibility factors listed above. The presented ecolabels have been chosen based on own research and references from the interviews, with the consideration of technical content and geographical scope.

Product related ecolabels

The Fairtrade and the UTZ product (/producer) related ecolabels are introduced in this study in Appendix G. These are connected to the procurement of ecolabelled products in tourism establishments, and/or the partnerships between these companies and tourism related establishments. For example, Scandic Hotels serve only Fairtrade or UTZ ecolabelled coffee. (Scandic Hotels [26]) Moreover, these ecolabels are based on partnerships, working with different partnership models that can provide useful approach examples for other sectors and contexts as well. (Fairtrade Global [35]) However, the focus of this study is on the tourism establishment, service and destination related ecolabels.

See the elaboration of Fairtrade and UTZ in Appendix G.

Tourism service related ecolabels

In the following two sections, the GreenKey, Eu Flower and Nordic Swan ecolabels are introduced. The structural frame of the criteria is summarized under each ecolabel and also organized together in the table in Figure 2.9. All the three tourism service related ecolabels have separate water, waste and energy criteria groups or subgroups, and focus on management, monitoring and maintenance. Nordic Swan has separate sections also for requirements to suppliers and purchasing. However, beyond these more general features, there are some differences in the focus of the ecolabels connected to intangible features and values (such as, the level of focus on enhancement of local features and social communities). (GreenKey [10], European Commission [11], Nordic Swan [12])

The criteria-sets of these ecolabels have imperative and recommended elements. These will be analyzed and positioned using the main conceptual frames of the existing models presented before (operational optimization, organizational transformation, system building) (Network for Business Sustainability [2]), in order to base some of the concepts that have been used for the model expansion in this study (incremental changes, cooperative/collaborative partnerships, green supply chain and procurement, local value networks). The expansion process will be detailed in Chapter 3.

The analysis aims to define and allocate the direction of the development of the future criteria-sets and covered issues, to prove that it fosters not just incremental operational optimization actions but partnerships, more integrated and green supply chains and also enhance the focus on local economy, environment and society. The expanded approach

actively involves and engages local communities and features. It triggers a shift in the understanding of synergies between tourism and local sustainable development, also in the enterprise level. (Ritchie et al. [50])

EU Flower		Nordic Swan	GreenKey
General management		General description	Environmental management
		Procedures	
		Limit values	Administration
			Staff involvement
			Guest information
		Suppliers	
Energy		Purchasing	
Water and waste water		Energy	Energy
		Chemicals	Washing and cleaning
		Water	Water
Waste		Pools	
		Waste	Waste
Other criteria	Local products	Serving food and drink	Food and beverage
	No smoking	Food	
	Unsealed surfaces	Guest rooms	Indoor environment
	Social policy		Green areas
	Additional environmental and social actions		CSR
	Transport		Green activities
		Transport	
		Alternative requirements for restaurants	

FIGURE 2.9: Overview of the structure, and comparison of the criteria groups of the three analyzed ecolabels for tourism accommodations (based on GreenKey [10], European Commission [11], Nordic Swan [12])

GreenKey



GreenKey was launched by HORESTA (Association of the hotel, restaurant and tourism industry in Denmark) in Denmark, in 1994. Since the international recognition in 2003, the GreenKey ecolabel scheme is developed and run by the Foundation for Environmental Education. (Foundation for Environmental Education [51]) This global network is recognized by the UNESCO as a leader in environmental and sustainable development education. Besides GreenKey, it works with the Blue Flag ecolabel as well for sustainable coastal areas that also mentioned in the criteria document of GreenKey. GreenKey has partnerships with more hotel groups such as Radisson Hotel Group or Marriott and overall, it has certified more than 2900 establishments in 57 countries. (Foundation for

Environmental Education [51])

GreenKey has six product/service categories: hotels and hostels, campsites and holiday parks, small accommodations, conference centers, restaurants and attractions. The evaluation and issuing of the certification is conducted by national NGOs that work with the GreenKey ecolabel. (GreenKey [10])

The criteria are structured into 13 groups covering a wide range of areas:

- Environmental Management
- Staff involvement
- Guest information
- Water
- Washing and cleaning
- Waste
- Energy
- Food and beverage
- Indoor environment
- Green areas
- CSR
- Green activities
- Administration

(GreenKey [52])

The criteria-set includes imperative, compulsory requirements (I) and additional, recommended measures (R) (the number of the I/R requirements are indicated in Figure 2.10) that shows the directions of the future development of the imperative requirements, promoting conscious proactiveness of the establishments. Imperative requirements include basic operational optimization measures and also touch upon supplier and purchasing-related points, such as the need for active collaboration with relevant stakeholders or the annual increase of the share of organic, eco-labelled, fair-trade and/or locally produced food and drink products. ("Local" means products/services from a 100 km radius in GreenKey.) (GreenKey [52]) Also, there are embedded requirements under the different criteria groups for the procurement of ecolabelled products in some extent (EU Ecolabel,

Nordic Swan, Blue Angel, FSC, PEFC, Energy Star, EU energy label with minimum A class) however, it does not cover all product category yet as imperative requirement. (GreenKey [52]) For example, the need for ecolabelled dishwasher and laundry detergents is still included just as a recommendation. Recommended actions focus on optimization, transformation and system related measures as well, such as customer feedback about the environmental management, collection of rainwater, reuse of waste water, reduction of single dose packages, composting organic waste, usage of biodegradable disposable cups, plates and cutlery, the procurement of seasonal food and drink products or collaboration with local small entrepreneurs. (GreenKey [52]) (categorized in Figure 2.12) The ratio between the imperative and the recommended measures implies that in the future the focus of the imperative requirements will expand to cover a higher ratio of actions for organizational transformation and system building.

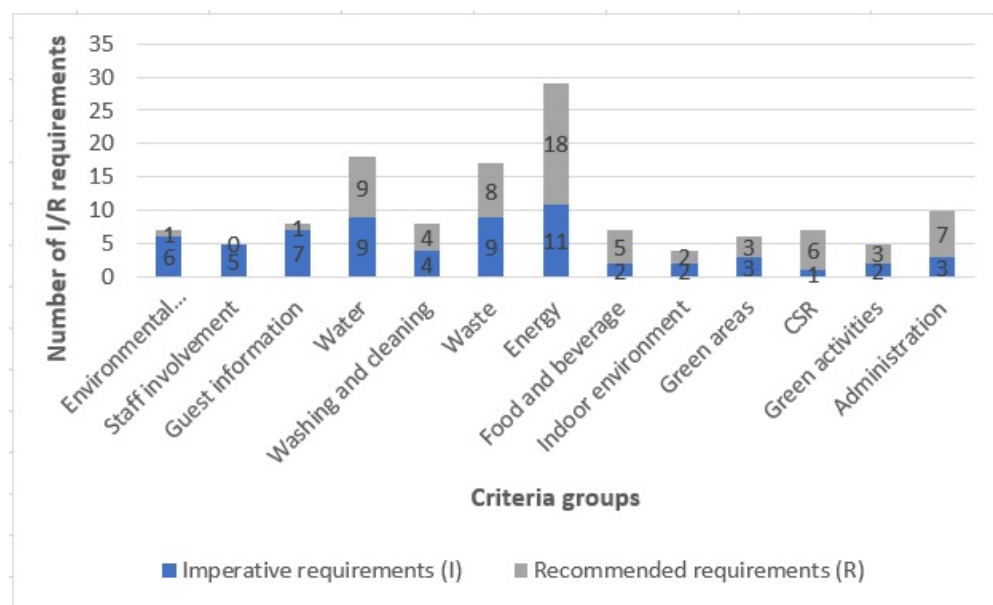


FIGURE 2.10: Number of imperative (I) and recommended (R) criteria in the criteria groups (based on GreenKey [10])

Currently, energy related actions has the highest percentage among the imperative requirements with 17 %. Moreover, both the water and waste category reached 14 % (Figure 2.11). A plus sign is indicated in Figure 2.11, where the ratio of the given group is increased after the inclusion of the recommended criteria. /Ration between only imperative and all criteria/). These requirements mainly connected to operational optimization.

Also in the case of recommended actions, the highest ratios are connected to the energy, water and waste criteria groups with 27 %, 13 % and 12 %. However, the proposed actions under these foster not just operational optimization and incremental changes for sustainable resource use but also organizational transformation focusing on supply chain

	Environmenta l Management	Staff involvement	Guest informatio n	Water	Washing and cleaning	Waste	Energy	Food and beverage	Indoor environment	Green areas	CSR	Green activities	Administration
Number of all	7	5	8	18	8	17	29	7	4	6	7	5	10
% of all	5%	4%	6%	14%	6%	13%	22%	5%	3%	5%	5%	4%	8%
% of I	9%	8%	11%	14%	6%	14%	17%	3%	3%	5%	2%	3%	5%
% of R	2%	0%	2%	13%	6%	12%	27%	7%	3%	4%	9%	4%	11%
Direction							+	+			+	+	+

FIGURE 2.11: Ratios of the different imperative (I) and recommended (R) actions
(based on data from GreenKey [10])

and procurement. Furthermore, the focus on CSR, green activities, food and beverage and administration related measures is also increasing, with the enhancement of local features, communities and networks. (Figure 2.12)

Added value by the ecolabel: Sustainable resource use by increased sustainable methods, operations, technologies and focused management.

	Optimization	Transformation	System building
Environmental management	Carbon footprint measurements		
Staff involvement			
Guest information	Corrective actions based on customer feedbacks		
Water	Decreased consumption	Reuse of wastewater, Collection and use of rainwater	
Washing and cleaning	Minimalization of chemical use	Working with partners that use less/any chemicals	
Waste	Reduction and optimization, Use of biodegradable plates, cups, cutlery	Agreements and partnerships with suppliers, other stakeholders to reduce waste and optimize management, Composting	
Energy	Efficiency, isolations, audits	Purchasing eco-certified/renewable energy, Procurement of ecolabelled devices or from companies with EMS	
Food and beverage	Register and action plan, tap water, vegetarian menu	Purchasing policy (seasonal/less meat/ecolabelled/no GMO/organic/fairtrade/glutenfree/diabetic products)	Local products
Indoor environment	Environment friendly materials		Practices, materials, design that reflect local culture
Green areas		Composting, Rainwater collection and use	Native species, landscape design
CSR	Access with special needs	Donations, charity	Local employment, Local community development, Support for local entrepreneurs
Green activities	Bike rental	Internal events and actions connected to sustainability	External event and actions connected to sustainability
Administration	Reduced paper consumption, Use or reused or ecolabelled paper	Procurement of fairtrade products, Promotion and support of environmental friendly transportation for staff	Procurement of local products
	Sustainable resource use	Partnerships	Local networks
	Incremental changes	Supply chain and procurement	Local features and communities

FIGURE 2.12: Categorized imperative (I) measures (based on data from GreenKey [10])

Ecolabels with both product and service categories

While GreenKey is especially focusing on tourism related services, the following ecolabels cover more, different product and service categories that also have been referred in some sections in the GreenKey criteria as requirements or recommendations.

EU Flower



The EU ecolabel scheme was established in 1992. The main parties in the development are the European Union Ecolabelling Board, the European Commission, Competent Bodies (independent organizations) and relevant stakeholders. (European Commission [11]) The new and revised criteria proposals are based on scope and definition identification, market and technical analyses and the analysis of improvement potential. (Garrido et al. [13]) For the engagement of consumers, the European Commission created the EU Ecolabel Tourist Accommodation Catalogue, a website with a search engine to find EU Flower ecolabeled hotels/campsites. (European Commission [53]) Also, the website of the ecolabel category promotes and has a direct link to BookDifferent.com for the same purpose.

The ecolabel based on life cycle approach and aims to foster the transition towards circular economy by the promotion of green innovation and sustainable industries, reduction of waste and CO₂ emission, sustainable use of energy, water and raw materials and the increase of recycle and reuse. (European Union Publications Office [54]) It does not have geographical restrictions for businesses to become EU Flower certified, the only requirement is to fulfill the criteria.

The current criteria-set for Tourist Accommodations is valid until 2022. Its structure is framed by five main groups (European Commission [14]):

- General management (EMS, staff training, information to guests, maintenance and monitoring)
- Energy
- Water
- Waste and waste water
- Other (no smoking, transportation and marketing with the ecolabel)

The requirements include and link the other EU Flower product categories as well as the EU energy efficiency classes to set minimum requirements, and promote the implementation of ISO or EMAS environmental management systems. It also mentions the Nordic Swan and the Blue Angel ecolabels. Aspects such as local community, ecosystems or

culture are not dealt directly and the focus on supply chains is included mostly in the optional criteria section (for example, "EMAS registration or ISO certification of suppliers"). (European Commission [11]) After the revision of the previous version of the criteria, the rate of the focus on each of the category groups (based on the allocation of criteria points) have slightly changed. (Figure 2.13) The focus on energy, water and on general management have been increased while proportion of the other services/criteria points have been decreased. The criteria in the separate categories of waste and detergent and disinfectants have been partly replaced and included in the waste and waste water category or have been relocated into other groups. (Garrido et al. [13])

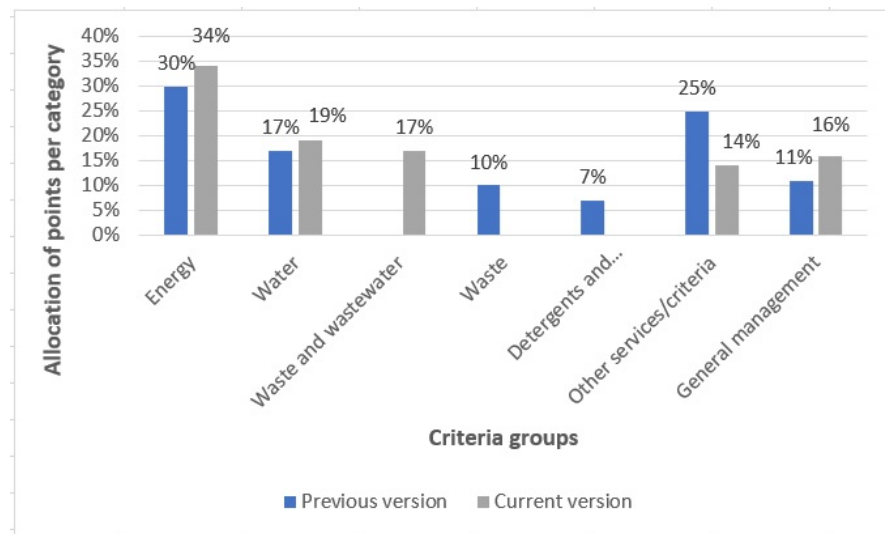


FIGURE 2.13: Focus rates of each of the category groups in the previous and in the current version of the EU Flower ecolabel for tourism accommodations (based on Garrido et al. [13])

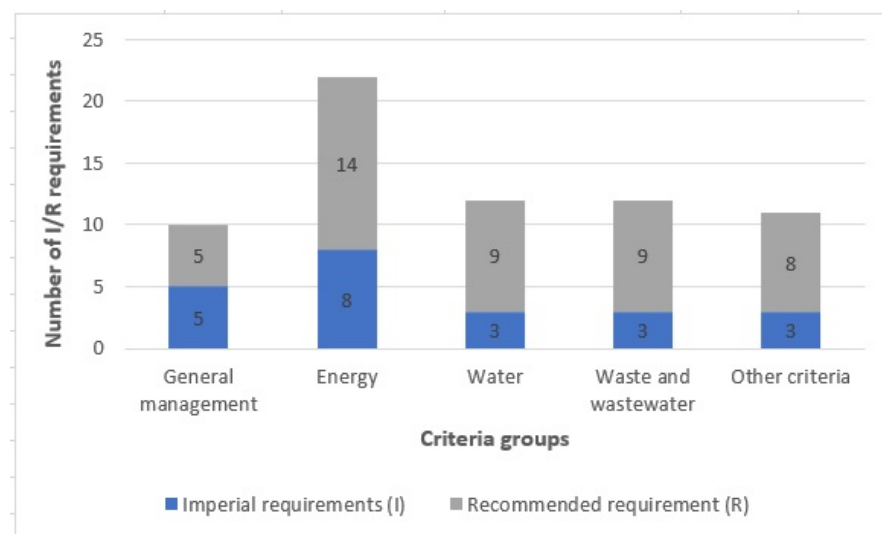


FIGURE 2.14: Number of imperative (I) and recommended (R) criteria in the current version of the EU Flower ecolabel for tourism accommodations (based on European Commission [14])

In the current version, the energy related actions has the highest percentage among both the imperative and the recommended requirements with 35 % and 31 %. (Figure 2.14 and 2.15) Among the imperative requirements, general management reached the second highest ratio (23 %) although this has the lowest level among the recommended optional requirements (11 %). Comparing the ratios between the criteria groups separately related to the imperative and recommended requirements, the focus on the water, waste and other criteria is increasing. The "other" criteria section covers requirements related to local and organic products (in EU Flower, "local" means product/service from a 160 km radius. It was defined with 100 km in GreenKey.), no smoking policies, increase of unsealed surfaces, social policy, additional environmental and social actions and transportation. (Figure 2.9, European Commission [14])

	General management	Energy	Water	Waste and wastewater	Other criteria
Number of all	10	22	12	11	11
% of all	15%	33%	18%	17%	17%
% of I	23%	35%	14%	14%	14%
% of R	11%	31%	20%	20%	18%
Direction			+	+	+

FIGURE 2.15: Ratios of the different imperative (I) and recommended (R) criteria (based on European Commission [14])

The additional recommended criteria have optimization, transformation and system building elements too (Figure 2.16), just as in the case of the GreenKey ecolabel. However, while in GreenKey, due to the wide range of criteria categories, the correlation between the development stages are more articulated. (Figure 2.12) In the previous analyzes of the GreenKey criteria, the CSR, green activities, food and beverage and administration criteria groups included the most system building elements among the recommended requirements. In the EU Flower criteria, these are included or mentioned in the general management and in the other criteria groups. (Figure 2.16) Both of these ecolabels foster sustainable resource use, incremental changes, partnerships, greener supply chain management and procurement and local networks, however the EU Flower do not have specific separated recommended requirements for the enhancement of local social communities and features. (European Commission [14])

Added value by the ecolabel: Sustainable resource use by increased sustainable methods, operations, technologies and focused management.

	Optimization	Transformation	System building
General management	EMS certification for the accommodation	EMS certified suppliers	Local suppliers
Energy	Efficiency, Isolations	Procurement of electricity from certified providers, On-site renewable energy generation for own use local use, Contract with local biomass supplier	On-site renewable energy generation also for local use, Contract with local biomass supplier
Water	Decreased consumption	Reuse of wastewater, Collection and use of rainwater	Native species
Waste and wastewater	Reduction and optimization, Ecolabelled products	Reuse of textiles and furniture, Donations, Suppliers to second-hand markets, Composting	
Other criteria	Own bikes, electric cars, Procurement of seasonal foods	Support of environmental friendly transportation for staff, Procurement of organic foods	Procurement of local foods, Working with local suppliers
	Sustainable resource use	Partnerships	Local networks
	Incremental changes	Supply chain and procurement	

FIGURE 2.16: Categorized imperative (I) criteria (based on European Commission [14])

Nordic Swan



Nordic Swan was established in 1989 by the Nordic Council of Ministers from Denmark, Sweden, Norway, Finland and Iceland. The ecolabel can be used only by businesses located in Nordic or Baltic countries. Nordic Swan is a founder of the Global Ecolabelling Network (GEN). (Nordic Swan [55]) The ecolabel works with the concepts of life cycle perspective, circular economy and green public procurement. The certifications are based on life cycle assessments. Furthermore, the ecolabel is a tool for the improvement of the business model of the businesses and to stimulate them to innovate through the life cycle processes of the given product. (Nordic Swan [56], Nordic Swan [57]) The criteria development starts with a pilot study that ground the drafting of the criteria that is consulted and revised by the relevant stakeholders. The final validation of the criteria is made by the Nordic Ecolabelling Board. (Nordic Swan [55]) The revision of the criteria is a continuous process in collaboration with relevant stakeholders from the industry and academia that also ensures credibility. The general revision cycle of the product/service criteria sets is four year. (Nordic Swan [57])

Nordic Swan is highly recognized in the Nordic countries. Based on the Nordic consumer survey in 2017, 9 of 10 Nordic consumers are recognize the ecolabel and half of them consciously looking for it. (Nordic Swan [57])

The ecolabel has 58 main product/service categories, including "Hotels, Restaurants and Conference Facilities". This group has one criteria set with alternative requirements for restaurants, and the combination of these requirement for the different service profiles (for example, hotel with restaurant, hotel with conference facility or hotel with restaurant and conference facility). The criteria interconnect and embed the procurement of other Nordic Swan or EU Flower certified products or products with the same sustainability level as minimum requirements (for example, 90 % of the dishwashing as well as the laundry chemicals have to be ecolabelled in the hotel). Furthermore, there are specific requirements for non-ecolabelled products. (Nordic Swan [12])

The main criteria groups are:

- Basic requirements related to the general description of the business, suppliers (food and drinks), limit values, energy, chemicals, water, waste, purchasing, serving food and drinks, transportation and procedures.
- Food
- Guest rooms
- Pools
- Alternative requirements for restaurants

(Nordic Swan [12])

Under the basic requirements, the general description section includes basic information about the establishment (it is not included in the analysis here). The suppliers (food and drinks) section relates to documentation but the specific requirements are under the serving food and drinks section. The limit values connected to energy, water and waste, also describing the monitoring processes. (Nordic Swan [12]) For the analysis of the relationships and ratio of the focus of the criteria groups, the following parts are included in the related other sections:

- Suppliers (food and drinks) is included in Serving food and drinks (+1)
- Limit values is included in Energy, water and waste (+1/sections)

Nordic Swan does not separate recommended requirements in the criteria-set. The future direction of the criteria development is directly stated in the end of the criteria document under "new criteria". These new criteria are only listed, not allocated specifically to the criteria groups. (Nordic Swan [12]) For the analyses here, these possible new/improved

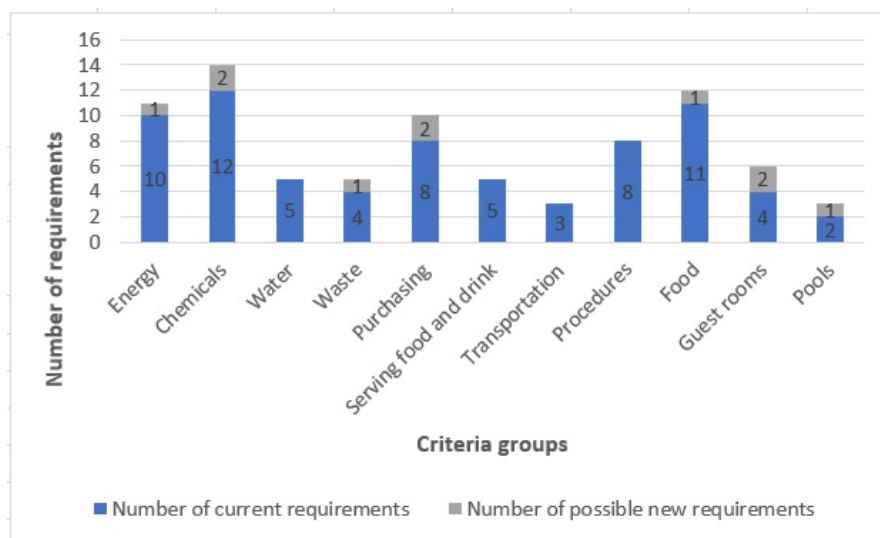


FIGURE 2.17: Focus rates of the category groups of the Nordic Swan ecolabel for tourism accommodations (based on Nordic Swan [12])

	Energy	Chemicals	Water	Waste	Purchasing	Serving food and drink	Transportation	Procedures	Food	Guest rooms	Pools
Number of all	10	12	5	4	8	5	3	8	11	4	2
% of all	14%	17%	7%	5%	11%	7%	4%	11%	15%	6%	3%
Possible new criteria	1	2		1	2				1	2	1
% with new criteria	13%	17%	6%	6%	12%	6%	4%	10%	15%	7%	4%
Direction				+	+					+	+

FIGURE 2.18: Ratios of requirements in the different criteria groups (based on Nordic Swan [12])

criteria are indicated by plus one point in the groups that the criteria addresses. (Figure 2.17 and 2.18)

The possible new criteria address issues connected to energy, chemicals, waste, purchasing, food, guest rooms and pools. (Nordic Swan [12]) A plus sign is indicated, where the ratio of the given group is increased after the inclusion of the new criteria. Figure 2.19 shows the categorization of the possible new criteria. Similarly to the EU Flower ecolabel, Nordic Swan has less concrete, direct focus on local ecosystems or social community building.

Added value by the ecolabel: Sustainable resource use by increased sustainable methods, operations, technologies and focused management.

		Optimization	Transformation	System building
Basic requirements	General description			
	Suppliers (food and beverage)			
	Limit values			
	Energy	Decreased energy consumption		
	Chemicals	Reduced use of chemicals, Increased share of ecolabelled cleaning products.		
	Water			
	Waste	Higher limit values for organic waste		
	Purchasing		Higher levels for the proportion of organic food and beverages	Increased procurement of locally produced food and beverages
	Serving food and drink			
	Transportation			
	Procedures			
	Food		Stricter requirements connected to endangered species	
	Guest rooms	Disposable items in guest rooms must be ecolabelled	Limit value for waste for businesses that have disposable items in the rooms	
	Pools	Alternative disinfection methods in pools		
		Sustainable resource use	Partners	Local networks
		Incremental changes	Supply chain and procurement	

FIGURE 2.19: Categorized future criteria (based on Nordic Swan [12])

Destination related ecolabels

Destination related ecolabels have top-down approach. Most of these ecolabels have modular structure that gradually increases the number and type of stakeholders involved. While the general focus of criteria in the tourism accommodation related ecolabels is on energy, water and waste related measures and actions, with a more technical approach (see analysis above), destination related ecolabels mostly work with policies (Global Sustainable Tourism Council [58]). Instead of the rather technical criteria groups like energy, water, waste, destination ecolabels categorize the requirements under local-scale and rather quality related issues, such as cultural heritage or environmental conservation. The more specific energy, water or waste related requirements are organized under these criteria groups. (Global Sustainable Tourism Council [58])

The main link point between accommodation and destination ecolabels is CSR with the arenas of green supply chains, value chains, local networks and communities.

Biosphere



The Responsible Tourism Institute is an international organization that promotes sustainable tourism by summits and conferences, training and education, research and project development, international cooperation and by the Responsible Tourism System that is branded with the Biosphere ecolabel. (Responsible Tourism Institute [59]) The strategy and direction of the system is based on the 17 Sustainable Development Goals (SDGs), the World Charter for Sustainable Tourism +20 and the guidelines of the Paris Climate Summit. Furthermore, the Responsible Tourism Institute is member of the United Nations World Tourism Organization (UNWTO) and founding member of the Global Sustainable Tourism Council (GSTC). The ecolabel is mostly well-known in Spain, Portugal and South America. (Responsible Tourism Institute [15])

The Responsible Tourism System with the Biosphere ecolabel was developed in 1998. After the World Charter for Sustainable Tourism + 20, the Paris Agreement and the development of the UN SDGs, the Biosphere system have been revised. The current system consists four certification categories: destinations, accommodations, personalized products/services/attractions/businesses and hotel companies. These categories are based on the identified stakeholder groups: public organizations, tourism agencies and networks, private companies and tourists. The overall methodology is built up different steps, combining these categories. The first step is to become a Biosphere Certified Destination that focuses on public policies. The next step is to involve the local companies and structure their commitments reflecting and complementing to the public policy directions. According to the number of partners who became certified by one of the Biosphere certification category, the destination can be awarded with golden and platinum level. (Responsible Tourism Institute [59])

The structure of the Biosphere Destination certification separates elements into the following main groups: responsible tourism policy, social and economic development of local community, preservation and enhancement of cultural heritage and environmental conservation. Like a modular system, the different certification categories have similar elements (however these apply to different scales) with the addition of more sector related elements as well. Figure 2.20 shows the correlations between the different certification categories. (Responsible Tourism Institute [15], Responsible Tourism Institute [16])

Added value by the ecolabel: Inclusive and sustainable economic growth, empowerment of local community, resource efficiency and resilience, enhancement of environmental and cultural features and heritage, involvement of all related stakeholders, community and network building, mutual understanding, peace and security.

Biosphere Certified Destination	Biosphere Certified Accommodation and Mobility (transports, car rental) companies	Biosphere Certified Tour operator	Biosphere Certified Tourism attractions and activities
Instruments for responsible tourism policy	Instruments in a responsible tourism policy	Tools for a responsible tourism policy	Instruments in a responsible tourism policy
Social and economic development of the destination and the local community	Economic and social development of the destination	Economic and social development	Economic and social development of the destination
Preservation and improvement of cultural heritage	Conservation and improvement of cultural heritage	Conservation and enhancement of cultural heritage	Presentation and improvement of cultural heritage
Environmental conservation	Environmental conservation	Environmental conservation and	Environmental conservation
	Client satisfaction and involvement in the responsible tourism		Client satisfaction and involvement in the responsible tourism
		Atmospheric emission control	
		Soil protection	
		Noise pollution control	
		Light pollution control	
		Quality	
			Specific requirements for attractions/activities

FIGURE 2.20: Correlations between the different Biosphere certification categories (based on Responsible Tourism Institute [15], Responsible Tourism Institute [16])

GreenDestinations



The criteria system of the GreenDestinations standard is recognized by the Global Sustainable Tourism Council (GSTC) and supports destinations to work with the UN Sustainable Development Goals. It is led by the Green Destinations Foundation and owned by the consortium of three organisations: Green Destinations, Coastal and Marine Union (EUCC), and European Centre for Eco and Agro Tourism (ECEAT). More than 120 destinations have joined to GreeDestinations from 60 countries. The organization is also active in marketing, have a partnership with BookDifferent.com that is partner of Booking.com. Moreover, BookDifferent.com also referred and linked in the website of the EU

Flower ecolabel for tourism accommodations. (GreenDestinations [60]) The BookDifferent.com website categorises destination using the methodology of GreenDestinations, the "Green Destination Rating methodology". (BookDifferent [61])

The standard has two recognition types: awards (it is different than the above elaborated awards. Here it means a pre-certification step. However, there is a connected annual Sustainable Destinations Top 100 Award that can be earned by the best GreenDestinations award holders.) and certification. Both of these recognition types have the same main criteria elements (GreenDestinations [62]):

- Destination Management
- Nature, Animals and Scenery
- Environment and Climate
- Culture and Tradition
- Social Well-Being
- Business and Hospitality

The difference between them that awards require excellence at least in one of these elements while the certification covers all of them. There are two types of award: QualityCoast Award and GreenDestinations Award with different award levels (Bronze, Silver, Gold and Platinum) depending on also the number of the covered elements. (GreenDestinations [62]) Therefore, the awards mainly reward the quality of the tourism offers of the destination in specific fields connected to one or more elements while certifications are more complex, rewarding not just the quality but the sustainable management of the combination of all elements in the overall destination. This approach is similar to the modularity of the Biosphere system that has been elaborated above. However, GreenDestinations does not have different award/certification categories that apply to different type of actors specifically. The business related criteria are included in under the Business and Hospitality section. (Green Destinations [63]) It is possible to adopt the GreenDestination standard system to the national system. In Slovenia, Slovenia Green and in Portugal the ECOXXI system are the individualized systems of GreenDestinations. (GreenDestinations [62])

Added value by the ecolabel: Support and enhancement of local culture and tradition, ensuring human rights and accessibility, enhancement of local businesses and communities, ensuring public health, safety and sound environmental management, protection of nature, landscape and biodiversity.

2.1.3 Common directions in criteria development (Tourism accommodation ecolabels and EMS)

In the case of the analyzed tourism accommodation ecolabels, the recommended or new criteria elements are categorized and presented together in Figure H.1 in Appendix H. The percentages of the criteria by criteria groups and concepts (optimization, transformation, system building) are detailed in Figure 2.22. Among these recommended criteria, the CSR related elements have the highest rate with 20 %. These are mainly under the organizational transformation and system building concepts (9-9%). It is followed by the food and the energy related criteria group (17 % and 16 %), however these are connected to rather operational optimization and organizational transformation.

The addressed issues of the categorized recommended criteria (categorized by operational optimization, organizational transformation, system building) prove that the future criteria-sets will have more focus on not just incremental changes and sustainable resource use but on green supply chains and procurement, and on local features, communities and networks.

In the case of the ISO 14001 standard, the new version (ISO 14001:2015) has improved focus on the support of the implementation of proactive sustainable resource use measures, integrated management, life circle perspective along the entire supply and value chain and improved communication strategy with stakeholders. (International Organization for Standardization [17], International Organization for Standardization [18]) These complement and coincide with the above elaborated directions connected to the ecolabels. (Figure 2.21)

Optimization	Transformation	System building
Sustainable resource use	Partnerships	Local networks
Incremental changes	Supply chain and procurement	Local features and communities
Support of the implementation of proactive sustainable resource use measures	Life cycle perspective along the entire supply and value chain	
	Improved communication strategy with stakeholders	
Integrated management		

FIGURE 2.21: Correlation between the concepts from the models, the development directions of the analyzed tourism accommodation ecolabels and the ISO 14001:2015 standard (International Organization for Standardization [17], International Organization for Standardization [18], Network for Business Sustainability [2])

	Management	Staff	Guests	Energy	Water	Cleaning and washing	Waste	Food	Building and surrounding area	Transport	CSR	
Optimization	4%	2%	2%	6%	2%	6%	3%	9%	2%	4%	2%	42%
Transformation	4%	0%	0%	6%	4%	2%	6%	6%	0%	0%	9%	37%
System building	0%	0%	0%	4%	0%	0%	0%	2%	6%	0%	9%	21%
	8%	2%	2%	16%	6%	8%	9%	17%	8%	4%	20%	100%

FIGURE 2.22: Percentages of the criteria by criteria groups and concepts (optimization, transformation, system building) (GreenKey [10], European Commission [14], Nordic Swan [12])

2.2 The UN Sustainable Development Goals related to tourism

As an effect of the introduction of the UN Sustainable Development Goals, actors from several sectors likewise from tourism are working on the implementation of these global

goals into their strategies. (United Nations World Tourism Organization [19]) Due to the complexity and interrelation of the issues and the goals themselves, it is a challenging and long-term learning process binding stakeholders together by collaborations and better understandings of each others. (IHG [22], United Nations World Tourism Organization [19]) 2017 was dedicated to sustainable tourism for development. The international year was an important turning point, and as a result of the year-long direct focus, the UNWTO published a report about the most commonly mentioned and/or used goals related to the tourism industry (United Nations World Tourism Organization [19]). The publication is based on data from the analysis of Voluntary National Reviews on the SDGs of 64 countries (including Denmark), eight Mainstreaming, Acceleration and Policy Support country roadmaps and on the analysis of the Corporate Social Responsibility (CSR) of 60 global tourism companies from the accommodation, transport and tour operator sectors. These resources indicate the usage of the goals in national policy-making as well as in the private sector in global.

All in all, the UNWTO report (United Nations World Tourism Organization [19]) has an overall insight into the current trends of the application of the SDGs in both the public and private sector. It links all the SDGs to public policies and to CSR actions of private business. Based on the analyzes, five main areas have been pointed out where the goals can contribute:

- Sustainable economic growth
 - Social inclusiveness, employment and poverty reduction
 - Resource efficiency, environmental protection and climate change
 - Cultural values, diversity and heritage
 - Mutual understanding, peace and security
- (United Nations World Tourism Organization [19])

Public sector, Policy-making

In the public sphere, the most commonly mentioned SDGs are 8 - Decent Work and Economic Growth, 12 - Responsible Consumption and Production, 17 - Partnerships for the Goals. Goal 17 is a core linkage element that is fundamental for the successful application of the goals. Furthermore, some public strategy documents analyze the relations in more details focusing on challenges and threats of tourism that the goals can address. (United Nations World Tourism Organization [19]) Figure 2.23 shows the summary of these goals organized into a SWOT-like matrix.

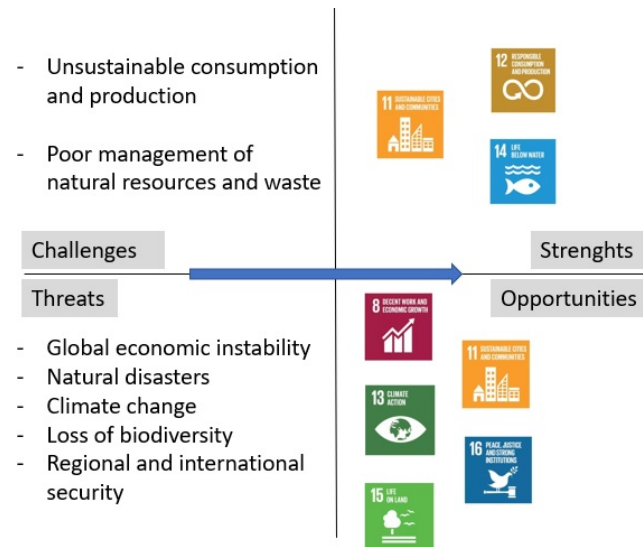


FIGURE 2.23: Challenges and threats linked to tourism, and related most commonly mentioned SDGs in the public sphere that can address them (based on United Nations World Tourism Organization [19])

Tourism related organizations

Some organizations connected to the tourism sector have recommendations for the application of the goals. The UNWTO report highlights the most relevant goals in different sectors based on the throughout analyzes of the collected data from stakeholders. (United Nations World Tourism Organization [19]) The International Tourism Partnership (ITP) also selected five goals for the hotel industry and categorized them around action areas. For this, the organization collaborated with international hotel groups (such as IHG and Radisson) to provide strategic recommendations. The action areas (and the connected goals) are youth employment (SDGS: 4, 8), water (SDGS: 6), carbon (SDGS: 13) and human rights (SDGS: 8, 10). (International Tourism Partnership [20]) The Global Sustainable Tourism Council (GSTC) also applied all the 17 goals into their standard for destinations. However, it has not been done yet in case of the industry standard for hotels and tour operators. (Global Sustainable Tourism Council [58]) Since the GSTC standards base the criteria development of many ecolabel schemes, the organization's work with the UNSDGs can have a significant effect on the approach and focus of ecolabel schemes that influences stakeholders who aim to be certified.

Private sector, CSR in tourism related businesses

In the private sector, the most commonly mentioned UN SDGs connected to the CSR strategies and activities are 1 - No Poverty, 4 - Quality Education, 8 - Decent Work and Economic Growth, 12 - Responsible Consumption and Production, 13 - Climate

Action. (United Nations World Tourism Organization [19]) In the sustainability reports of many of the international hotel groups and chains (such as IHG, Radisson, Scandic, Accor), business goals, targets and key performance indicators (KPIs) are connected to the selected SDGs. The main drivers are to reach better efficiencies, cost savings and to be more competitive in the market also by the enhancement of CSR. (United Nations World Tourism Organization [19]) The selection of the most relevant SDGs for a given business and its stakeholders is based on stakeholder analysis. (Appendix A, IHG [22], Scandic Hotels [26])

According to the UNWTO report, the most common CSR actions in tourism accommodation related businesses are connected to:

- Pollution reductions
 - Consumptions and efficiencies especially related to energy
 - Staff involvement and trainings
 - Partnerships, cooperations and memberships related to customers, partners and suppliers
 - Certifications such as GreenKey
- (United Nations World Tourism Organization [19])

In general, CSR actions addresses issues mostly related to environment. It is followed by social and multifaceted issues. The economic dimension is the least addressed in CSR actions. (Figure 2.24) In case of the rate of engagement in the different activity areas under CSR (Figure 2.25), the highest rates connected to the areas: business operations and host community support activities. The rates of the engagement in the areas of stakeholder involvement, supplier relations and customer service lag behind. (United Nations World Tourism Organization [19]) The focused analysis about the rates of the contribution of the SDGs in the CSR action areas is presented in Figure I.2 in Appendix I. The ratio analyzes is based on the data from the UNWTO report (Appendix I) I). (United Nations World Tourism Organization [19]) The analysis of the application rate of the SDGs in CSR action areas shows that the goals are most frequently (40%) connected to host community support actions. It is followed by the business operations area (30%). In general, goal 12 - Responsible consumption and production is the most frequently adopted SDG in CSR actions. (Appendix I)

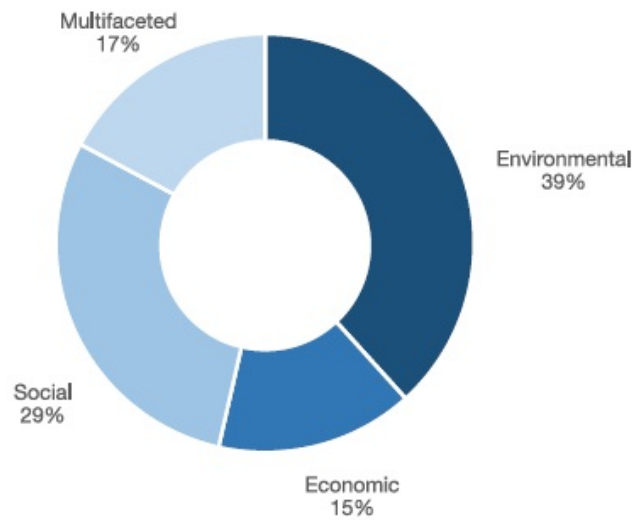


FIGURE 2.24: Addressed sustainability dimensions by CSR actions (from United Nations World Tourism Organization [19])

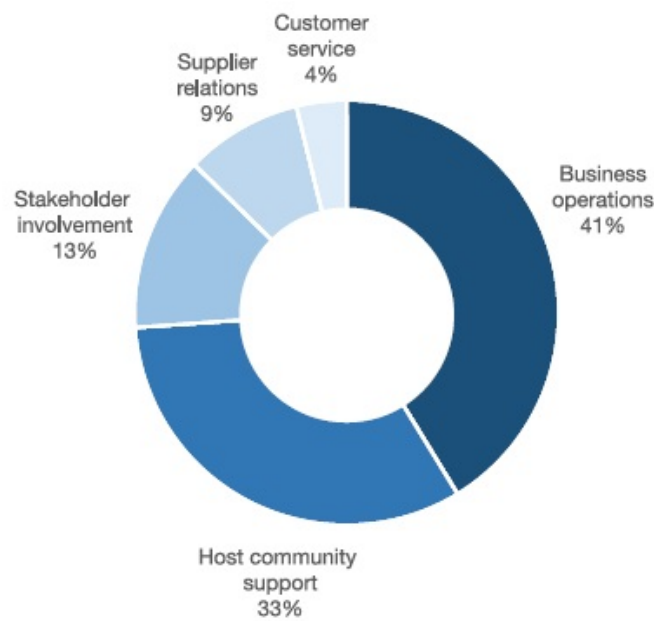


FIGURE 2.25: The rate of engagement of the different CSR areas (from United Nations World Tourism Organization [19])

Consumer side, Choice-making

One of the modern trend shaping factors in the tourism industry is the internet. Informative and booking websites have a big influence on consumer choices and in the overall planning process of travels and holidays. The online feedbacks, comments and ratings get high attention from both the demand and the provider side influencing the market dynamics. (Ritchie et al. [50], Sziva [64],) Some hotels have methods and tools to analyze these feedbacks and learn from them (for example, NEYA Hotels Lisbon,

Appendix B). Therefore, consumer choices directly effect the development processes of the hotel industry as well. To ensure conscious choices, the booking websites need to provide complex information about the offers. (BookDifferent [61])

The BookDifferent.com website was mentioned before in this chapter connected to the EU Flower and the GreenDestinatio ecolabels. It works with the SDGs and selects goal 8 - Decent Work and Economic Growth, 12 - Responsible Consumption and Production, 13 - Climate Action and 14 - Life below water, as the most relevant ones. Ecolabels are directly linked to goal 12. (BookDifferent.com [21])

The SDGs which UNWTO, ITP and BookDifferent.com works with connected to the private sector are summerized in Figure 2.26.

UN SDGs	1 No Poverty	4 Quality Education	6 Clean Water and Sanitation	8 Decent Work and Economic Growth	10 Reduced inequalities	12 Responsible Consumption and Production	13 Climate Action	14 Life below water
UNWTO	●	●		●		●	●	
ITP		●	●	●	●		●	
BookDifferent				●		●	●	●

FIGURE 2.26: Summary of the SDGs which UNWTO, ITP and the BookDifferent.com highlighted to be the most relevant in the private sector (United Nations World Tourism Organization [19], International Tourism Partnership [20], BookDifferent.com [21])

SDGs in the sustainability strategies of hotel groups

The more general selections of the goals in the public and the private sector are presented in the previous sections. The individual selection of SDGs by the IHG, Radisson and NH hotel groups are presented in this section, based on their sustainability strategies and reports. All three hotels are members of the International Tourism Partnership (ITP) (International Tourism Partnership [20]).

IHG Hotel Group

The IHG hotel group consists hotel chains such as InterContinental or Holiday Inn. The hotel group mainly operates in America (62% of the total number of rooms). While 13% of the rooms are located in Europe. (IHG [65])

The international hotel group defines its responsible business priorities and focus areas with the involvement of stakeholders that mainly means third-party owners (The group franchises its brands and manages the hotels together with the third-party owners.) Stakeholders determine the relevant issues for them that need to be addressed. These priorities get aligned with the strategic model and main risks of the hotel group. For

this, a materiality index is used, where the horizontal axis consists a low-medium-high "relevance to IHG" scale, while the vertical axis indicates the importance of the given issues to the stakeholders (Figure 2.27). (IHG [65])

The company works with 17 priority areas grouped into four themes: business culture and responsibility (light blue), employees ("our people", dark blue), environmental sustainability (green) and community impact (red). (Figure 2.27). (IHG [22])

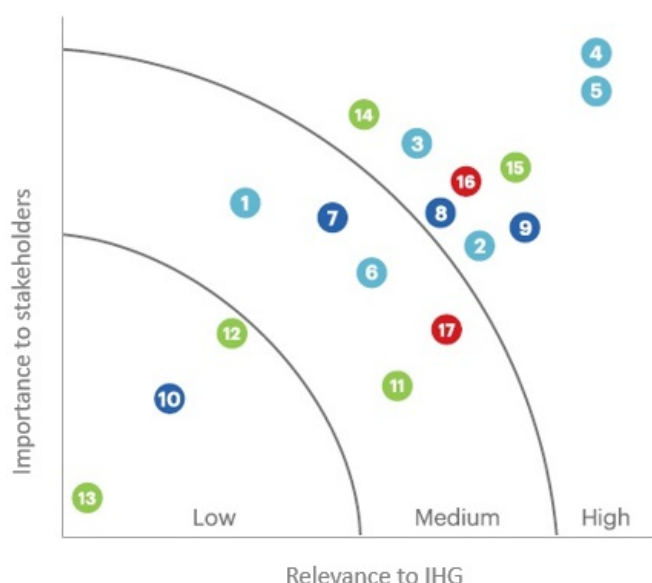


FIGURE 2.27: Materiality index for responsible business priorities used by the IHG hotel group (from IHG [22])

All stakeholders are engaged to the assessment and evolvement of the defined priority areas: guests and corporate clients, owners, employees, investors, suppliers, academic institutions, NGOs, government and community organisations, industry associations. Targets have been set connected to the defined priority areas. Moreover, seven of the UN SDGs have been selected where the hotel group have the greatest potential to have impact: goal 6 - Clean water and sanitation, 8 - Decent work and economic growth, 10 - Reduced inequalities, 11 - Sustainable cities and communities, 12 - Responsible consumption and production, 13 - Climate Action, 17 - Partnerships for the goals. (IHG [22], IHG [23]) The goals, the priority areas and the targets are linked together by the sustainability programs and actions of the hotel group. The table in Figure 2.28 shows these interrelations.



FIGURE 2.28: Connections between priority areas, target (linked to programs and actions) and the UN SDGs (based on IHG [22], IHG [23])

Radisson Hotel Group

The Radisson hotel group consists several brands such as Radisson Blu and Park Inn. The hotels are located in 78 countries. (Radisson Hotel Group [24])

Radisson identified eight responsible business stakeholder groups: employees, customers, property owners, shareholders and investors, suppliers, authorities, community, environment. With the involvement of these stakeholders, and based on other internal and external resources such as the International Tourism Partnership stakeholder dialogue platform or the UNWTO reports, the group identified the most relevant responsible business issues. After a materiality assessment, the hotel group identified three pillars for its responsible business program: ThinkPeople (employees and value chain), ThinkCommunity (contribution to local enhancement), ThinkPlanet (CO₂, energy, water and waste). (Radisson Hotel Group [24])

Radisson won several awards and 80% of its hotel are ecolabel certified (mostly GreenKey). Moreover, the hotel group received the EcoVadis Silver recognition in 2017 for its sustainable supply chain management. The company also works with a supplier risk rating matrix to identify suppliers with low/high risk and poor/active risk management. (Radisson Hotel Group [24])

Radisson works with all the 17 SDGs linking their programs and action areas to them. (Figure 2.29) (Radisson Hotel Group [24])

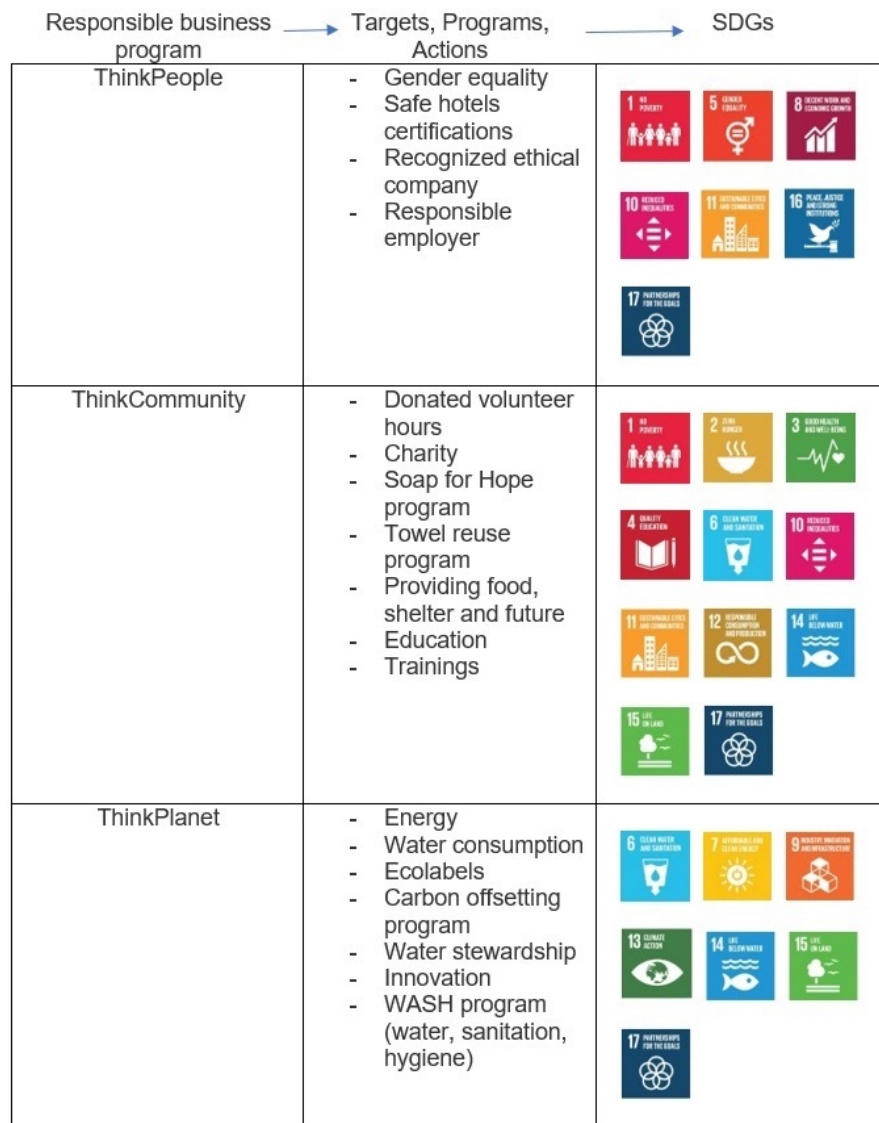


FIGURE 2.29: Connections between responsible business, programs, targets and actions, and the UN SDGs (based on Radisson Hotel Group [24])

NH Hotel Group

The NH hotel group consists four brands. The most hotels are under the brand with the same name: NH Hotels. These three or four-star urban hotels are located in 29 countries. The hotel group works with global environmental (ISO 14001) and energy management systems (ISO 50001). Moreover, 131 hotels have ecolabels such as BREEAM, LEED, GreenKey and Hotels+Green. (NH Hotel Group [25])

The group also conducted a materiality analysis to analyze the relevant aspects to the business (impact on business) and to the stakeholders (impact on stakeholders) in CSR. The material aspects then were contrasting with the business goals and strategy to embed them in the management. (NH Hotel Group [25])

NH works with five pillars: responsible business (suppliers, partners), employees, customers, community and planet (sustainable products, reduced consumptions). Aligning with these pillars, six SDGs have been selected: 3 - Good health (healthy breakfasts, local food), 8 - Good jobs and economic growth (Youth Career Initiative), 12 - Responsible consumption and production (reduction of footprints, involvement of customers), 13 - Climate action (ecolabels and certifications), 16 - Peace, justice and strong institutions (involvement of stakeholders, code of conduct), 17 - Partnerships for the goals (international partnerships, platforms). (NH Hotel Group [25]) (Figure 2.30)









	Business responsibility pillars	Targets, Programs, Actions	SDGs
Economy	Responsible business (suppliers, partners)	Local suppliers, Involvement of stakeholders, Code of Conduct, Procurement policy	 
People	Employees	Youth Career Initiative	
	Customers	Involvement of customers, Satisfaction	
	Community	International partnerships, Platforms, Well-being, Donations	
Planet	Sustainable products	Local taste, Ecolabels and certifications, Design for environment	 
	Reduced consumptions	Reduction of footprints, Renewable and green energy, Sustainable mobility	

FIGURE 2.30: Connections between business responsibility pillars, programs, targets and actions, and the UN SDGs (based on NH Hotel Group [25])

See the summarizing table for the applied SDGs in Appendix J.

All in all, the most commonly applied UN SDGs in the CSR reports of the analyzed hotels are:

- 8 - Decent Work and Economic Growth
- 12 - Responsible Consumption and Production

- 13 - Climate Action
- 17 - Partnerships for the goals

These reflect to the action areas and the relevant stakeholder groups of the sustainability strategies of the hotels.

Chapter 3

Expansion and analysis of the sustainable development model for tourism

In Chapter 3, the conceptual framework, the structure and the analysis of the design process of the model expansion is presented. First, key concepts for the expansion and structural design of the model are anchored. The concepts are embedded in the horizontal and vertical logic of the model. Some of these concepts link back to the analysis of ecolabel criteria in chapter 2 (see Figure [2.21](#)). After the elaboration of the concepts, the analysis of scales and characterization is discussed more in details.

3.1 Overview of the expanded sustainable development model for tourism - Conceptual framework, directions and goals of the model

To expanded model introduced in more steps (the overview is presented later in Figure [3.4](#)). First, the structure and the logic of the horizontal and vertical axes are explained separately in order to ground the understanding of the model and then, to elaborate its conceptual framework.

3.1.1 Analysis of the horizontal axis

The model focuses on the hospitality industry and its connection with the destination scale. This connection lays a foundation for the extension of action, operation and

process scales and also increases the complexity of issues that have to be considered, understood, planned and managed by actors (Ritchie et al. [50], European Commission [28]). Therefore, the horizontal axis of the model is divided into **enterprise**/hotel/, **value chain**/suppliers, events/ and **destination**/networks, municipality/ scales.

To anchor and ensure the overall understanding of the scales, key concepts have been highlighted at each scale in relation with each other as it is showed in Figure 3.1). Later in this chapter, the used definitions and understandings of these concepts will be described based on their horizontal connections.

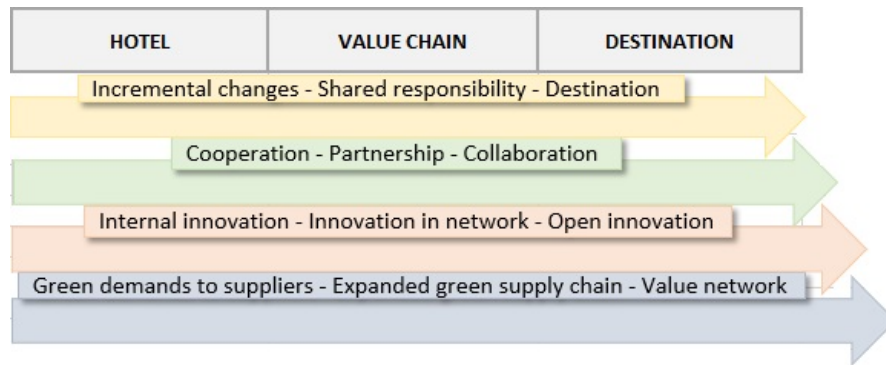


FIGURE 3.1: Highlighted key concepts of the model

Enterprise scale

The enterprise scale covers incremental changes and internal innovations mainly within the boundaries of the enterprise. This means operational optimization focusing on efficiency that typically can be achieved without major changes in the structure and business model of the firm (just as in the Canadian model: Network for Business Sustainability [2]). Moreover, in the extended model of this study, the focus of this first stage already aims beyond the boundaries of the enterprise, grounding steps for activities that can affect the supply chain, such as green demands towards suppliers (Darnall et al. [66]). The concepts connected to the enterprise scale are:

- Incremental changes
- Cooperation
- Internal innovation
- Green demands to suppliers

Value chain

Including the value chain perspective (from suppliers to consumers), the second stage of the model, the firm expands its sustainability approach influencing suppliers, partners and end-users in a more complex, systematic and controlled way. "Value creation requires the management of relationships with multiple suppliers and multiple customers", Wagner and Eggert [67]) therefore "marketing and supply chain management should converge around the concept of a value network" (Wagner and Eggert [67]) For this, the firm also transforms its business model, sets long-term partnerships and continuously searches for new opportunities to work and innovate in network and by this, create and deliver value in a broader spectrum. By focusing also beyond the first tier suppliers, indirect environmental impacts that relate to the second tier suppliers can also be decreased (Darnall et al. [66]). With this change of focus area, a wider circle can benefit from the activities of the hotel increasing also the resilience and competitiveness of the concerned parties and destination. For example, the purchase of fair trade or other eco-labelled products provide added value for consumers and therefore possible competitive advantage to the hotel (Font and Buckley [9]). Also, it is an incentive for the hotel to optimize its supply chain and work with greener partners in order to ensure the sound supply of products and delivery of services (Font et al. [49]).

The following concepts have been highlighted:

- Shared responsibility
- Partnership
- Innovation in network
- Expanded green supply chain

Destination scale

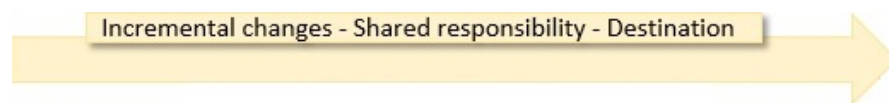
While the hotel and the value chain perspective have been viewed from a bottom-up approach, the complexity of the destination scale makes the involvement of a top-down approach indispensable. (Ramm [68]) Even if bottom-up measures can have an effect at destination scale, it must follow the directions of the local strategies. The relationship between the bottom-up and top-down approach has been highlighted also in the Destination 21 project. Regulatory authorities have to determine baseline requirements, environmental quality standards that set the directions of the destination to be more sustainable while in the same time, local tourism businesses have to set environmental performance standards that follow the top-down directions. (Ramm [68]) Therefore,

actions that aim to have effect on destination scale have to combine the two viewpoints and involve stakeholders that is not feasible without partnerships and collaborations. By this, value creation and delivery processes have a focus on the destination, citizens and intangible elements as well, providing space for networking and opportunity for open innovation. These can base and form complex value networks. For example, the (co-)organization of local events provide intangible experiences and by this, broad benefits and values for stakeholders. (OECD [37])

The related concepts are:

- Destination
- Collaboration
- Open innovation
- Value network

In the followings, the concepts will be described based on their horizontal connections.



Incremental changes are smaller changes, adjustments in the organization that do not affect the core functioning and structure of the organization. These changes have rather small-term perspective (Knaggård [69]). It can include cleaner production solutions such as implementation of good housekeeping practices, substitution of hazardous materials and chemicals, process optimization and technological innovations (Kornov et al. [70]). These changes tend to be connected to tangible assets. However, in tourism intangible assets are just as important for competitiveness, and these cross the boundaries of the enterprise. (OECD [37]) Therefore, working with Corporate Social Responsibility (CSR) can extend the scale and scope of the issues that the firm focuses on (see analysis in Chapter 2).

A **shared responsibility** model for global supply chains introduced by the Global Agenda Council on Human Rights in 2015 addresses weak governance and unsustainable upstream business practice issues, focusing on human rights challenges. It recognizes the need for industry-wide systemic and cooperative approaches that engage wide range of stakeholders, including local business partners as well. (World Economic Forum's Global Agenda Council [71]) As it is stated:

"(...) risks are greatest among the least visible sub-tier suppliers with whom companies have the little contact or influence." (World Economic Forum's Global Agenda Council [71])

Therefore, long-term agreements and service contracts are needed along the supply chain (at global and local level) to ensure the stewardship role of core actors, also in sustainability matters. For example, Waart and Kemper state that service supply chain (that includes also the after-sales support of the products) should be viewed as "cross-functional core process" (Waart and Kemper [72]). This type of strong and long-term agreements need stable and trusting relationships between the related actors. Therefore, creating partnerships is:

"the creation of cooperative business alliances between constituencies within an organization and between an organization and its suppliers and customers. Business partnering occurs through a pooling of resources in a trusting atmosphere focused on continuous, mutual improvement" (Wong [73])

Common understanding among the partners and common visions and goals are essential for this type of agreements that therefore, again, potentially require long-term commitments.

One of the main resources of tourism are the features of the place where the business is located. (Sziva [64]) Therefore, **destination** scale can not negligible even at hotel scale. Based on Pechlaner's definition, destinations are the space where tourists gain experiences looking at it from the demand side, while from the offer/supply side, destinations are market and marketing units. (Sziva [64]) Besides of this more economic focused definition, Ritchie has an understanding from a rather tourism management view:

"(...) the destination is a fundamental unit on which all the many complex dimensions of tourism are based." (Ritchie et al. [50])

The definition developed by the UNWTO opens up this understanding specifying elements and features of destinations such as: physical space, administration, tourism products (as a combination of tangible and intangible elements), value chain, stakeholders.

"A physical space with or without administrative and/or analytical boundaries in which a visitor can spend an overnight. It is the cluster (co-location)

of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism. A destination incorporates various stakeholders and can network to form larger destinations. It is also intangible with its image and identity which may influence its market competitiveness.” (UN WTO [74])

Combining these different viewpoints, destination can be interpreted as a unified, integrated tourist service provider or a multi-product company. (Sziva [64], Krippendorf [75]) This formulation can bring the different scales closer to each other, and help to manage them simultaneously and together, utilizing synergies.



These terms are used with their different shades of meaning in this study. **Cooperation** is a capability to work together and share ideas based on shared directions, linked goals, mutual respect, communication and commitment. However, cooperation is independent and each parties in the group has its individual tasks, responsibilities and share in the solution of the problems. (Blomqvist and Levy [76], Spence et al. [77], Paldam [78])

The main differences between cooperation and **collaboration** is that in the former, partners are connected by different individual goals however linked and pointing to the same direction while in the latter, the partners have common goals. (Haghsheno and Gehbauer [79]) Because of these common goals, collaboration is a more dynamic process (Kernel [1]), an interactive, coordinated and synchronous activity. It aims to construct and maintain shared conceptions and work on common issues and solutions, while maximizing benefits and values of partners. (Saito and Ruhanen [80]) According to Blomqvist and Levy, there is a strong connection between collaboration and innovation as well:

”Innovations, by nature, emerge in social interaction in which diverse actors share complementary knowledge. Collaboration capability is considered a prerequisite for actors if they wish to leverage such knowledge.” (Blomqvist and Levy [76])

Therefore, applying Oke et al. and Blomqvist and Levy statement, collaboration (as a prerequisite for innovation) is potentially a required factor for competitiveness.

Partnership can be cooperative or collaborative, its distinctive feature is that it is a formal relationship between partners with contractual bounds. (Bramwell et al. [81]) Therefore, it is a bridging category in the model between cooperation and collaboration with the function to formally ensure partners' compliance with commitments, demands and requirements. According to Bramwell, partnerships are:

"(...) regular, cross-sectoral interactions between parties based on at least some agreed roles or norms, intended to address a common issue or to achieve a specific policy goal or goals." (Bramwell et al. [81])

The type of partnership depends on how close is the relationship between partners and what is the aim of the partnership. In tourism sector, partnerships between stakeholders can be formed based on interests in the destination that these stakeholders located in and operating, and also on interest in mutual issues, such as sustainability. In any case, the main driver to form partnerships is to gain competitive advantage. At destination scale, this involves not just the dimension of economic performance but also social, cultural, political, technological and environmental strengths as well. (Ritchie et al. [50]) Tangible and intangible assets are equally important.

With other words, partnerships are relationships between partners, while cooperation and collaboration are more open and inclusive processes (Aarons [82]) at different levels of commitment and dynamism. (Figure 3.2)

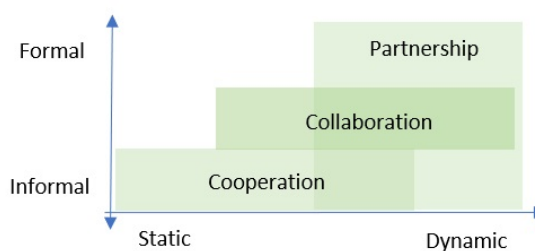
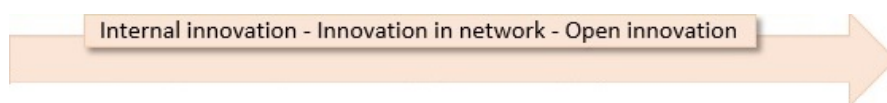


FIGURE 3.2: Differences between cooperation, partnership and collaboration

These detailed theoretical differences of the concepts can be less distinguishable in practice however, highlighting them contributes to the understanding of the different shades of the stages in the model.



Internal innovation means creating new knowledge, disseminating it through inside the boundaries of firm and embody it in products, services and processes. (Nonaka and Takeuchi [83]) As it is commonly stated and confirmed in literature and practice, "innovation is a key resource of competitive advantage" (Oke et al. [84]). Fundamentally this statement is valid for every kind of innovation, such as internal innovation, however the innovation climate among other actors and competitors is determinative in the competition. (Oke et al. [84]) To keep pace with competitors and with the changing environment, **innovation in network** is needed.

"Technological knowledge is critical, but no longer a source of sustainable competitive advantage. A new, fundamental factor in wealth creation is continuous knowledge creation and innovation in networks; complementary knowledge is needed in breeding innovative ideas for products and services."
(Blomqvist and Levy [76])

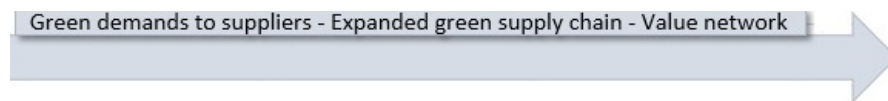
Therefore, cooperation, partnership or collaboration are needed to share knowledge that is fundamental to generate new knowledge and innovate. (Blomqvist and Levy [76]) Forming networks and positively influencing the innovativeness of partners in the network are key factors for innovation performance and to gain competitive advantage. (Oke et al. [84])

The terminology of **open innovation** was introduced by Henry Chesbrough in 2003, however similar practices have been existing in the past. (Huizingh [85]) There are different definitions for this new terminology even by Chesbrough. The more recent one is:

"Open innovation is the use of purposive inflows and outflows of knowledge to accelerate internal innovation, and expand the markets for external use of innovation, respectively. (...) assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as they look to advance their technology." (Chesbrough [86])

Based on this definition, the difference between network and open innovations is that however network innovation steps over the boundaries of the enterprise, it still has some limitations regarding inclusiveness of actors. Open innovation gives the opportunity to co-create new ideas and share it actors without limitations. Ideas that can not be utilized internally or in the network of the given entity, can be shared openly and be matched with the needs of other actors. (Huizingh [85]) Of course, risks and advantages have to be analyzed before sharing innovation ideas to avoid any possible generation of

competitive disadvantages. Despite of this, open innovation has the potential since it can create and strengthen collaborations and networks that are core elements for future competitiveness (Oke et al. [84]). Working with destination scale and the sustainability of tourism justifies even more the need for this opening up. Based on the statements and resources above, open innovation has the potential to have a key role in the process to find comprehensive, collaborative and inclusive future strategic development directions for sustainable tourism embedded in destination scale.



Supply chain consists suppliers, transporters, warehouses, retailers and customers as well, all parties who are involved in the fulfillment and delivery of customer requests. **Green demands to suppliers** and code of conducts can effect the first tier suppliers reducing the direct environmental impacts of the enterprise by implementing measures that ensure product quality and reduction of waste. (Darnall et al. [66])

However, for **green supply chain** management, core actors with stakeholders have to take environmental considerations and actions through the entire value chain involving all parties (suppliers, transporters, warehouses, retailers, consumers, end-of-life treatment providers). This means that these parties take their environmental performance and the quality of their products and services into account. Thereby, the core organization or firm (eg. hotel) can reduce and mitigate their direct and indirect environmental impact as well. (Darnall et al. [66])

The **value chain and network** of the tourism industry is composed of many factors and actors since it is interdependent by many sectors such as transportation or hotels. (Ylmaz and Bititci [87]) Moreover, tourism is based on tangible features, attractions and intangible contents, experiences as well where customers also trigger and create value. (OECD [37])

"The tourism product is produced in interaction with the customer and the customers have to be imported to the arena of production, to the destination"
(Grängsjö [88], Ylmaz and Bititci [87])

Because of these features, the direction from chain to network understanding is implicit. Value network understanding and analysis is unavoidable especially for dematerialised products and services that are core elements of tourism. Moreover, instead of the linear, step-by-step concept of value creation from manufacturers/providers to end-users, "value

is co-created by a combination of players in the network”. (Peppard and Rylander [89])

The common understandings of tourism value chain and network in the academic literature after the millennium consist elements from the decision-making of tourists until the evaluation of the experiences by the tourists. For example, Ylmaz and Bititci name these elements and parts: customer order (customer, tour operators or agents), pre-delivery (tour operators or agents), delivery (customer, suppliers and providers of transport, accommodation, activities), post-delivery support (customer, tour operators or agents, providers). (Ylmaz and Bititci [87]) Holloway works with similar elements and parts (private supportive services, public supportive services and providers, focusing on travel agents and tourists) but he broadens up this understanding and also covers educational institutions under the public supportive services category. (Holloway [90]) Following this direction, the expanded understanding of tourism value chain has even bigger emphasis on the destination and its residents, and therefore also on intangible contents and experiences (OECD [37]) that overlaps with the strategic directions of sustainable tourism.

3.1.2 Analysis of the vertical axis

The vertical axis of the model categorizes criteria groups. (Figure 3.3) The categorization is based on not only the existing models presented in Chapter 2 but also reflects back to the criteria groups of ecolabels (Chapter 2.1.2) and the action areas of the sustainability/CSR reports of the introduced hotel groups in Chapter 2.2.

The criteria group of **operative actions** covers more technical measures that focus mainly on efficient use and management of water, energy, renewables and waste. Major part of the ecolabels related to sustainable hotel management set criteria for this features (see Chapter 2). Besides these, there can be also different criteria categories such as measures related to social responsibility or the management of green areas/gardens. Depending on the scale and effects of these measures, these type of actions can be included in and shift to the host community support group in the model of this study. For example, arranging the water catchment system of an area at a bigger scale (such as a park managed by a hotel) inherently can have effects on the host community.

The group of **common strategies and operational directions** includes formal documents like environmental policy and commitments, environmental objectives, efficiency targets, statement of purpose and value, sustainability goals (etc.), and also the documentation of compliance with regulations. The broader is the scale that the company/organization wants to meet with, the broader the spectrum of partners and issues



FIGURE 3.3: Analysis of top-down and bottom-up perspectives in the vertical axis

that the documents have to apply to. Concrete actions that are planned, maintained or have been done in the company/organization, such as implementation of new technologies to reduce consumption or improve efficiency can be mentioned in this section as well.

The section of **engagement of staff, guests, tourists and citizens** focuses on approaches how to involve stakeholders in sustainability issues. It includes for example, specific requirements towards staff for environmental friendly practices, surveys about customer satisfaction and perceptions, public participation or, from top-down approach, creation of industry-wide sustainability certification programs (Global Sustainable Tourism Council [58]).

The criteria group of **partners and supply chain management** includes for example code of conducts, green demands, initiatives to improve suppliers' sustainability performance or the support of local partners and suppliers.

There are specifically close interconnections and significant overlaps between the section **communication, knowledge management, innovation** and the other sections. The inter-connectivity of this section is also indicated in Figure K.1 (elaborated later) by the circle layout with connection to all the other sections. Communication, knowledge management and innovation includes trainings, education programs, aspirations for continuous improvement or searching for new opportunities, markets, fields (Network for Business Sustainability [2]).

Monitoring and maintenance has a support and backup function. Its basic requirements are formulated also in the strategic and technical documents that are under the "common strategies and operational directions" criteria group. Monitoring and maintenance are fundamentals of continuous improvements, therefore also connected to all the other criteria groups indicated again by the circle layout in Figure K.1. The detailed requirements and output data of monitoring and maintenance are included in this separated monitoring and maintenance section, such as design of reward systems, incentives or evaluations. Separating this section follows also the logic of the PDCA model that has been applied also in the ISO standards (International Organization for Standardization [18], International Organization for Standardization [8]).

The last group in the model is **host community support** that can cover actions that are planned, maintained or have been done in the company/organization connected to CSR focusing mainly on the local community. For example, donations, promotion of cultural heritage or organization of sustainable events.

Above, the separate analysis of the horizontal and vertical axes have been elaborated that showed the interdependence and complex relations between scales and criteria groups. Beyond this separative approach, the model sections horizontally and vertically also interconnected. With this in mind, the overview of the conceptual frame and structure, with the descriptive positioning of action areas is presented in Figure 3.4.

An elaboration on the relations between the two axes are presented in Appendix K.

	ENTERPRISE	VALUE CHAIN	DESTINATION
Operative actions	Concrete water, energy, renewables, waste (...) related measures		
Engagement of staff, guests, tourists, citizens ("Upstream")	Enhancement of internal cooperations to generate positive effects on end-users and stakeholders	Enhancement of external, long-term partnerships involving more, new partners to generate positive effects on end-users and stakeholders	Expanded collaborations between stakeholders in the destination with strong involvement of host community
Partners, Supply chain management ("Downstream")	External cooperations for sustainability and setting green demands to suppliers	Extended green supply chains with long-term partnerships	Green supply chain networks with public-private collaborations
Common strategy and operational directions	Formulation of sustainability strategy ensuring formal documentation, top management involvement and incremental changes	Expansion of the scope of the sustainability strategy along the value chain enhancing partnerships and local resources	Synergy between corporate and destination sustainability strategies involving all stakeholders and creating network systems
Communication, knowledge management, Innovation	Fostering internal communication, knowledge management and innovation processes	Broader internal and external communication and knowledge sharing to create innovation networks	Comprehensive communication reaching destination scale for open innovation
Monitoring, maintenance	Monitoring product, service and process performances and impacts in the enterprise	Monitoring product, service and process performances and impacts also along the supply chain	Monitoring product, service and process performances and impacts through the value network in the destination
Host community support	Wildlife, biodiversity and ecosystems		
	Landscape and cultural heritage		
	Well-being		

FIGURE 3.4: Overview of the redesigned sustainable development model for tourism

3.2 The Canadian and the 4-step models - Adjustment of scales

Two existing sustainable development models have been analyzed and adopted to shape and frame the model used in this study. The models have been introduced in Chapter 2, align with the description of the development of relevant management tools. The comparative analysis of the models elaborated in this section.

Figure 3.5 shows the four-step sustainable development model with the toolbox expansion for sustainable development in tourism enterprises. (Kernel [1]) In each steps (good house-keeping, environmental management, front-runners, sustainability), the possible indicators are grouped up to activity indicators, performance indicators, communication elements and stakeholder relations following the possible different management departments in enterprises. The activity indicators provide the basis for the other indicators since it founds the sustainability attitude and directions in the company by formulating the environmental policy, appointing the responsible people and ensuring the compliance with the basic requirements and regulations. (Kernel [1]) The performance indicators cover more concrete actions and measures that can be implemented. The communication elements cover the transparent information dissemination internally and externally, related to sustainability in the enterprise. Moreover, it also consists the engagement and

	Step 1	Step 2	Step 3	Step 4
Activity indicators	Environmental policy	Compatibility with GreenKey	Certified EMS (ISO, EMAS)	Sustainability integrated into development plans
	Responsible person	Environmental action plans	Eco-friendly building and construction	Customer investigations
	Compliance with regulations	Environmental targets	Extended green shopping policy	
	Systematic recycling and composting of waste	Eco-friendly maintenance of green areas		
		Green shopping policy		
		Organic food		
Performance indicators	Review of electricity, water, heating and disposables	Review of health and safety	Review on environmental impacts	Indicators based on LCA
	Reducing consumption	Management of noise and air emissions	Management of own transportation	Social and ethical indicators
	Management of cleaning and washing		Management of indoor climate	
			Management of hazardous substances	
Communication	Internal environmental report	Environmental report including green areas	Environmental report including transport	Tripple bottom line report
		Tourist information on green services, activities transport	Health and safety report	
		Influence on tourist behaviour	Local activities for tourists	
Stakeholder relations	Involvement of employees	Involvement of local networks	Green demand to suppliers	Ethical balance in local community

FIGURE 3.5: Kernel's detailed four-step model (Kernel [1])

awareness raising of the local community and tourists. Finally, stakeholder relations focus on the network building and engagement of employees, local networks and suppliers in order to expand the value chain and to not just mitigate and prevent negative impacts but also enhance positive effects on the local community. (Kernel [1])

On the other hand, the three steps of the Canadian model (Figure 3.6) focuses on operational optimization, organizational transformation and systems building. (Network for Business Sustainability [2]) The operational optimization consists efficiency measures, while the organizational transformation aims to discover new market opportunities by the redesign of the business model of the company. The systems building step fosters the creation of networks in large-scale. The indicators in the vertical axis are divided into eight groups as it can be seen in Figure 3.6.

The combination of the two models founded the structure of the expanded model of this study. The comparison of the structures of the two models and the implementation of these into the expanded model are presented in Figure 3.7 (horizontal structure) and 3.8 (vertical structure).

	Operational optimization	Organizational transformation	Systems building
Targets, guidelines	Environmental Targets, Policies, Sustainability Goals added to Specs	Net Benefit Goals, Sustainability Goals Drive Specs	
Leadership, governance and planning	Direction from senior team		
	Exploiting organizational slack		
		Revised BM	Equal consideration of the People, Planet, Profit
Internal collaboration	Cross-company collaboration		
External collaboration	Knowledge institution collaborations		
	Customer Insight	Wider networks, long-term interdependencies, unrelated industries	
			Leading institutional dialogue
Supply chain management	Greener supply chain	Long-term supplier relationships	Leading and mobilizing change
Organizational structure	Monitoring process performance		
	Monitoring product performance		
	Reward systems, incentives		
	Transparent, integrated sustainability reporting		
Knowledge management	Existing innovation capabilities		
	Focused internal communications		
	Trainings, requitment, importing expertise		
		Unlearning outdated knowledge	
		Scanning unfamiliar fields	
Tools and platforms	Existing capabilities		
	Tools: EMS, LCA		
	Resource and energy reduction	Closed-loop manufacturing, Cradle-to-Cradle design	
	Preserving functionality	Back-casting	
		Biomimicry	
		Product servitization	
		Jugaad, frugal and reverse innovation platforms	
		Bottom-of-the-Pyramid markets	
		Learning from local firms	
		Designing "Green" Fist	

FIGURE 3.6: The detailed Canadian model (Network for Business Sustainability [2])

The enterprise scale of the horizontal axis of the expanded model consists element of good house-keeping, operational optimization, environmental management and also internal elements and changes that drive organizational transformation. The value chain scale covers external elements for organizational transformation focusing on external relationships between partners. This leads to system building also beyond the boundaries of the enterprise that can make it front-runner among its competitors. And finally, for the destination scale, overall sustainable system building and its complex management are needed that inevitably involves the top-down approach perspective.

Four-step model	Good house-keeping	Environmental management	Front-runners	Sustainability
Canadian model	Operational optimization	Organizational transformation	Systems building	
Expanded model	Enterprise	Value chain	Destination	

FIGURE 3.7: Comparison of the horizontal structure of the models

In the vertical axis, common strategies and operational directions aligns with activity indicators, targets and guidelines and leadership, governance and planning. In the models, these sections cover environmental policies, goals and directions set by top management. Performance indicators are provided and used for monitoring and maintenance that is based on organizational structure (reviews, transparent sustainability reporting). It is also connected to the planning and implementation of operative and host community support actions that aligns with the more concrete tools and platforms section from the Canadian model (for example, "resource and energy reduction" or "learning from local firms"). There is a clear straight connection between the three models in relation to communication and knowledge management, however the expanded model also specifies innovation (for example: trainings, tourist information, internal communication). And finally, the stakeholder relations has different sorting in the models. The extended model focuses on "upstream" and "downstream" stakeholders in the sense that it groups the engagement and management of stakeholders based on their direct or indirect connection to "end-users" (tourists, citizens).

Four-step model	Canadian model	Expanded model	
Activity indicators	Targets, guidelines	Common strategy and operational directions	
	Leadership, governance and planning		
Performance indicators	Organizational structure	Monitoring, maintenance	
	Tools and platforms	Operative actions	
		Host community support	
Communication	Knowledge management	Communication, knowledge management, Innovation	
Stakeholder relations	Internal collaboration	Engagement of staff, guests, tourists, citizens	
	External collaboration		
	Supply chain management		Partners, Supply chain management

FIGURE 3.8: Comparison of the horizontal structure of the models

3.3 Ecolabel requirements - Indicators

The requirements of the EU Flower, GreenKey and NordicSwan ecolabels are analyzed in Chapter 2 focusing on the recommended or possible new requirements that indicate the directions of the criteria development. (GreenKey [10], European Commission [14], Nordic Swan [12]) Some requirements have been highlighted and categorized. These requirements are also included in the expanded model as indicators.

Figure L.1 in Appendix L shows the detailed structure of the expanded model. The elements in red are the requirements from the ecolabel analysis that indicate the directions of the criteria development. (see Chapter 2.2.2)

The requirement for the **procurement of ecolabelled products** is already in the enterprise scale of the expanded model. However, the complex purchasing policy for the procurement of ecolabelled and fairtrade products influencing also suppliers is in the value chain scale. The destination scale adds up to this with the focused strategic procurement of local products, working with local suppliers.

In case of **environmental management systems**, it is already included at in the first stage. In the value chain scale, the enterprise has a requirements also towards suppliers and partners to be certified. In the destination scale, integrated destination management with sustainability strategies and multi-stakeholder engagement is needed.

See Figure L.1 in Appendix L

Chapter 4

Application of the expanded model to case studies

As a theoretical map for the case studies in this study, relevant basic actors and stakeholders are organized and positioned in a simplified value network of tourism destinations. (Figure 4.1) Collaborations and sustainable management of service providers such as hotels can enhance the destination and therefore provide added value for stakeholders. Besides management, informative marketing is also an important factor to raise awareness, change behaviour and influence the choice-making of tourists. (Font and Buckley [9], GreenKey [10], BookDifferent [61])

The case study of Scandic Hotels is included in this study as an example for the enterprise level. The case study is introduced by applying the expanded model with the recommended ecolabel criteria as indicators. Finally, possible applications of the UN SDGs are presented with the attempt to find strategic linkages between the scales.

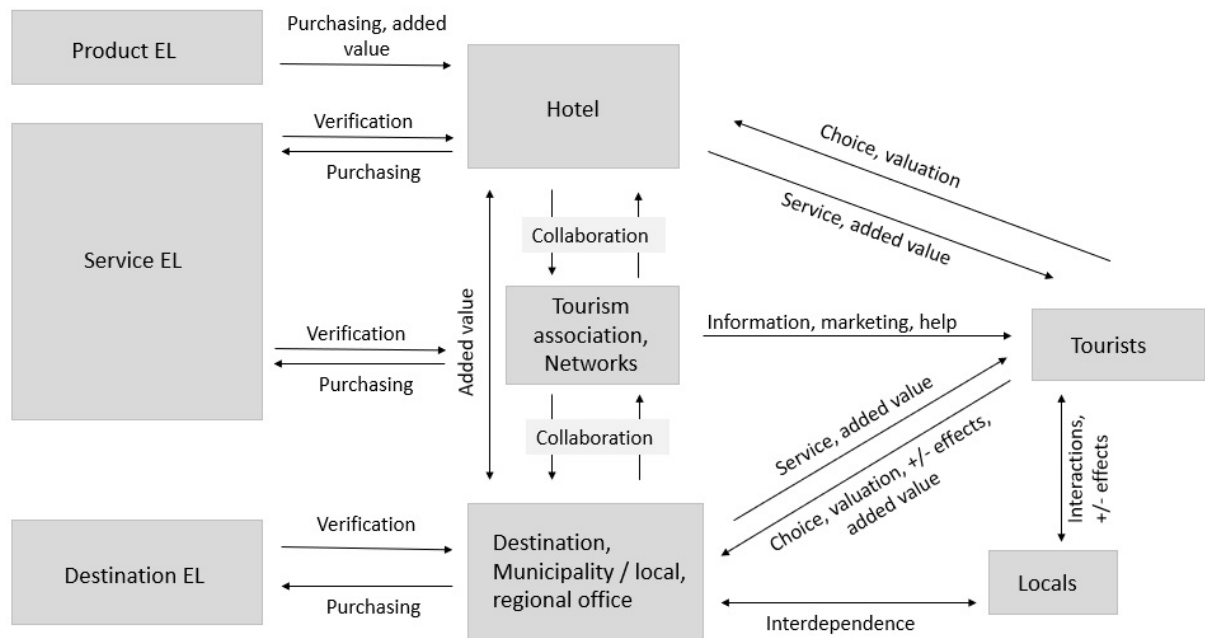


FIGURE 4.1: Added value input points of ecolabels in a theoretical value network of tourism (simplified)

4.1 Scandic Hotels

The first hotel opened in 1963, that time the name was Esso Motor Hotel. It has been changed to Scandic in 1984. Scandic Hotels operates under one, fully-owned brand. The international chain located in Sweden, Norway, Denmark, Finland, Germany and Poland. (Scandic Hotels [26])

Responsible business is a core topic for the enterprise. The hotel chain is a frontrunner in sustainability since decades. As it is formulated in the group's 2017 annual report: "Sustainability is not just a responsibility for Scandic, it is a business opportunity." (Scandic Hotels [26]) The first innovative idea was triggered by economic reasons to save money. But it became a game changer for Scandic. The idea was the reuse of towels: guest can decide and show if they want their towel to be washed which case they can throw it on the floor. If it is hanged it means that they will still use it. It saves money, water and chemicals. This idea from 1994 became a standard in the whole industry. (Appendix A) Scandic is continuously working on finding new ways and smart solutions in the every-day work of the hotels.

"We are trying to get the new towel idea. To take care of the planet, also maybe to save some money and do a new branch or industry standard."

/Nina Carlslund, General Manager of Scandic Aarhus City Hotel, and CSR Coordinator of Scandic Hotels in Denmark/ (Appendix A)

Environmental strategy and operational directions

The sustainability strategy of Scandic is based on a materiality analysis (relevance and importance) with all the relevant internal and external stakeholders: owners, investors, staff members, employees, future employees, guests and customers, non-governmental organizations, business partners. (Scandic Hotels [26]) The general core question was that what sustainability related issues are important to work with in a hotel business. What are the expectations of the customers and what issues are important to other stakeholders and for Scandic. Economic sustainability is needed for responsible business practice. (Appendix A) The materiality analysis is re-evaluated annually ensuring topicality and continuous improvement.

Four main focus areas have been selected for the sustainability strategy (Appendix A, Scandic Hotels [26]):

- Diversity and Inclusion
- Health
- Reduction of CO2 emission
- Waste reduction

These areas are the main points where the hotels with concrete actions and programs can engage to global sustainability issues. Besides these areas, Scandic also identifies basic responsibility issues and the perspective to inspire in a larger scale. (Figure 4.2) (Scandic Hotels [26])

The Executive Committee of Scandic is in Stockholm. The decisions about the set sustainability targets and goals are decided by them. Beyond the goals and targets of the sustainability strategy and the requirements of the ecolabels, the level of proactiveness and innovativeness can significantly depend on the general manager and on the hotel. The CSR of Scandic covers all the identified sustainability areas. The social dimension is driven by mostly the human resource department which works with the goals health and well-being, and diversity and inclusion. The environmental dimension with the goals related to CO2 emission and waste are in the CSR coordinators' and the General Managers' responsibility. (Appendix A)

"The best place for CSR to be is everywhere but we are not there yet."

/Nina Carlslund, General Manager of Scandic Aarhus City Hotel, and CSR Coordinator of Scandic Hotels in Denmark/ (Appendix A)

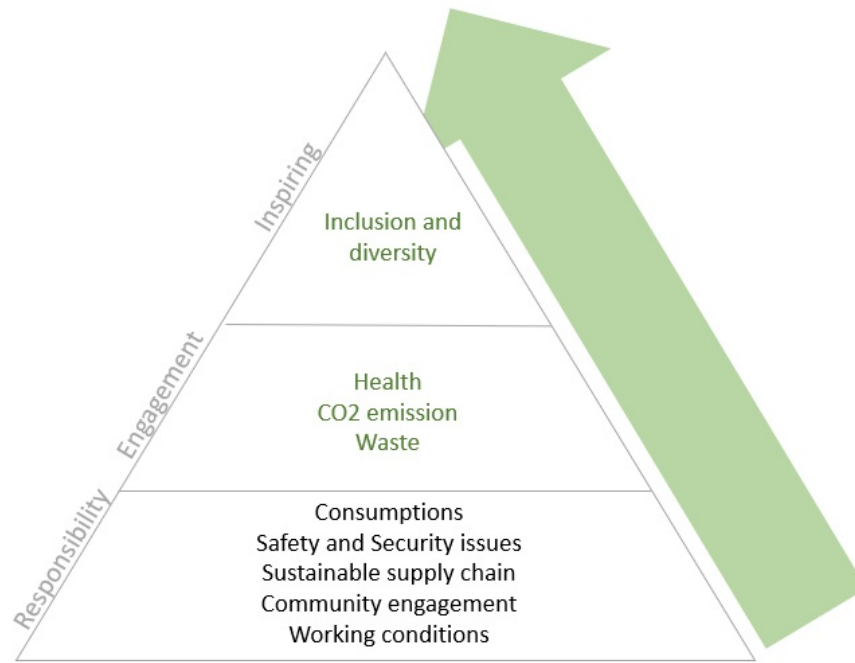


FIGURE 4.2: Categorized sustainability action areas in Scandic sustainability strategy (Scandic Hotels [26])

The responsible people for the direct management of CSR are the director and the sustainability officer of the human resource department in Stockholm. Connected to the department, all countries have one or more CSR coordinators. A sustainability group have been founded where the coordinators meet twice a year besides the regular communication. Moreover, the General Managers of each hotels have the responsibility to ensure that the hotel follows the CSR requirements. (Appendix A)

Scandic does not work with the ISO standard for environmental management. The hotels frame their environmental management using the ecolabels as management tools. (Appendix A) Scandic works with the Nordic Swan ecolabel in the Nordic countries and with the EU Flower and the GreenGlobe ecolabels in Poland and Germany. 90 % of the hotels are certified. (Scandic Hotels [26])

Employees, suppliers and guests

Scandic works with a Code of Conduct for employees that is based on the ten principles of the UN Global Compact. (Scandic Hotels [91]) It is in line with the diversity and inclusion policy, and the health related strategic goals and targets as well. Several programs and actions are embedded in practice, such as work experience program for people outside the labor market. Healthy meals and good work-life balance are also

focal points in the strategy. All in all, one of the visions of Scandic is to be a "corporate citizen" at all levels. (Scandic Hotels [26])

The hotel group has a Code of Conduct also for suppliers that is also based on the ten principles of the UN Global Compact. The Code of Conduct specifies four environmental requirements: reduction of impacts, environmental program, risk management plan, policy and procedure for the traceability of specific mineral. (Scandic Hotels [92]) All suppliers have to pass a sustainability screening and sign and follow the principles of the policy. (Scandic Hotels [93]) The compliance is checked by self-audits and some cases by on-site inspections by Scandic or third-parties. All supplier agreements and contracts are looked through by the procurement department. (Appendix A)

Connected to the supply chain, Scandic have a Food for All strategy that ensures diverse selection of food including gluten-free, vegetarian, organic and local options. 25 % of the breakfast items are ecological. (Appendix A) For the reduction of food waste, the hotels collaborate with Karma, Too good to go and with Win-now. (Scandic Hotels [26])

Guest are encouraged to take part in the sustainability initiatives of the hotels. Information about sustainability are displayed in the hotel and the website. For example, there are selective waste bins in the rooms and information about the towel policy. The hotels use and promote tap water, the only bottled water are in the shop, and they are also CO2 neutral. The use of tap water also reduces the impacts of transportation. Moreover, some of our buffets serve mealworms as a sustainable food option. (Appendix A)

"We try to push our guests a little bit to be a little more aware that we have to take care of our planet, but in a fun way." /Nina Carlslund, General Manager of Scandic Aarhus City Hotel, and CSR Coordinator of Scandic Hotels in Denmark/ (Appendix A)

Communication, knowledge management and monitoring

Scandic Hotels work with a new digital learning and communication tool that enables employees to keep in contact and share knowledge internationally. Leadership training programs have been established with the tool but it also provides trainings to other employees since the end of 2017. (Scandic Hotels [26]) Connected to CSR, personal meetings are organized twice per year with the involvement of all CSR coordinators. (Appendix A)

Scandic Hotels has an own reporting system that works with the data of the individual hotels. (Scandic Hotels [26]) An assistant is responsible to collect all the data from the

navigator system of the hotels where the technical department reports the data every month. From 2018, the system will make the data available also for the centralized analysis and documentation. (Appendix A)

Scandic monitors energy consumption, CO₂ emissions and the amount of generated waste. The CO₂ emission of the hotels significantly decreased mainly because of the better monitoring, updated emission indicators for CO₂. The monitoring process considers direct (for example heaters), indirect (bought energy from suppliers) and other indirect emissions (travels of employees, based on third-party reports), broadening the scope and complexity of the monitoring. (Scandic Hotels [26])

Moreover, safety inspections, employee and guest surveys, and personal dialogues between managers and team members also ensure feedbacks. The results of the analyzes are communicated by the annual sustainability report of the hotel group. The report follows the General Reporting Initiative (GRI) standard (Scandic Hotels [26]).

Host community support

Scandic has a Scandic in Society program. According to this, hotels have to take part in and provide resources for at least three activities per year that support local communities. These can be both internally or externally organized events or other actions. (Appendix A)

The hotel group has several cooperations with companies, organizations and authorities with the aim to create social value. In Denmark, Scandic is member of Dansk Erhverv CSR netværk (industry network) and ReFood (collection and distribution of leftover food). (Scandic Hotels [26])

The hotels have focus on the local features that are presented on the individual websites of each hotels. (Scandic Aalborg City [94]) However, the degree of the additional, proactive dialogue with the given municipalities (beyond compliance) depends on the General Managers and the given hotel. By complying with the ecolabel requirements, there are already actions and initiatives embedded in the environmental management that have an effect on local communities directly and/or indirectly. (Appendix A, Scandic Hotels [93])

Recommended requirements of the ecolabel schemes

The criteria of different ecolabel schemes have been analyzed in Chapter 2. The ratio of the recommended and the imperative requirements, and their topic areas have been studied. The recommended elements have been included in the expanded model as indicators. The model is applied to this case. (Figure L.1)

Current sustainability related programs and actions of Scandic have been collected based on the interview (Appendix A) and the CSR related documents (Code of Conduct for employees and for suppliers (Scandic Hotels [92], Scandic Hotels [91]), Environmental Policy (Scandic Hotels [93]), Diversity and Inclusion Policy (Scandic Hotels [95]), 2017 Annual Report (Scandic Hotels [26]) and Guideline to Sustainable Procurement (Sandic Aalborg City [94])). These actions and programs are applied to the expanded model and compared to the recommended requirements of the analyzed ecolabels. The Scandic actions and programs that align with the recommended requirements are red in Figure 4.3. The recommended requirements that have not been mentioned in the resources are:

- Reuse of waste water
- Collection and use of rainwater
- On-site composting
- On-site renewable energy generation also for local suppliers

(These are based on the general CSR data. The elements may differ in the different individual hotels.) Detailed description of the procurement of materials is available in the Guideline for Sustainable Procurement (Sandic Aalborg City [94]) that have a life-cycle perspective however, it does not mention specifically the use of local materials to reflect local features. Lastly, Scandic prioritizes partners with third-party ecolabels and certifications however highlights the requirement for ecolabels rather than for environmental management system standards (like ISO 14001). (Appendix A) Most of the initiatives are in the enterprise and value chain scale. The elements that reach the destination scale are:

- Procurement of local food
- Focus on working with local partners
- Local employment
- Vision to be "Corporate citizen"

- Working towards a circular economy
- "Scandic in Society" program (participating/organizing minimum 3 activities per year related to sustainability and local community)
- Dialogue with municipalities
- Membership in local initiatives and programs

	ENTERPRISE	VALUE CHAIN	DESTINATION
Operative actions	Waste recycling, Decreased consumptions, Food waste reduction (smaller plates, weighting), Promotion of tap water, Vegetarian, vegan, glutenfree, lactosefree, diabetic food (Food for All strategy)	Food waste reduction (cooperation with Karma, Too good to go and Winnow), Energy savings due to more climate-smart energy solutions in the municipalities where the hotels operate, Organic food	Local food
Engagement of staff, guests, tourists, citizens ("Upstream")	Code of Conduct for employees, Diversity and Inclusion Policy, Trainings, Employee satisfaction, Nutritious meals, Good work-life balance	Language trainees, Work experience for people outside the labor market, Employment of youth and people with disabilities	Vision to be "Corporate citizen", Local employment
Partners, Supply chain management ("Downstream")	Ecolabelled products, MSC-certified fish	Procurement Policy, Fairtrade	
Common environmental strategy and operational directions	Environmental Policy, Nordic Swan Ecolabel, Green Globe, EU EcoLabel, Anti-corruption policy	Environmental Strategy	Work towards a circular economy
Communication, knowledge management, Innovation	FUSE digital learning and communication tool, Leadership training programs		
Monitoring, maintenance	Safety inspections, Employee surveys, Personal dialogues between managers and team members, Sustainability reporting, Measurement of environmental impacts (direct, indirect, other indirect)	Central and local integrated reporting system	
Host community support		Memberships in local and national initiatives, programs	"Scandic in Society" program (min. 3 activities per year), Dialogue with municipalities

FIGURE 4.3: Application of the expanded model to the collected current sustainability related actions and programs of Scandic Hotels (red: alignment with recommended ecolabel criteria)

Contribution to the UN SDGs

The sustainability strategy of Scandic also works with the UN Sustainable Development Goals and the hotel group signed also the UN Global Compact with the UNs 10 common goals. (Appendix A) Four main and seven additional goals have been selected in general. The main goals are: 5 - Gender equality, 8 - Decent work and economic growth, 10 - Reduced inequalities, 12 - Responsible consumption and production. The addition goals are: 3 - Good health and well-being, 4 - quality education, 6 - Clean water and sanitation, 14 - Life below water, 15 - Life on land, 16 - Peace, justice and strong institutions, 17 - Partnerships for the goals. (Scandic Hotels [26]) The SDGs can be aligned with the four sustainability strategy areas of Scandic linking them by the related programs, actions and initiatives. (Figure 4.4)

Main sustainability goals	Programs, Actions	SDGs	
		Main	Additional
CO2 emission (environment)	<ul style="list-style-type: none"> - Environmental requirements for all suppliers - Third-party environmental certifications (hotels and products) - Environmental criteria in the purchasing process 		
Waste (environment)			 
Health (customers and employees)	<ul style="list-style-type: none"> - Encouraging physical activity - Support for employees with alcohol and drug problems - Healthy meals 		
Diversity and Inclusion (employees)	<ul style="list-style-type: none"> - Global Compact for suppliers - Work environment - Work experience programs - Internal and external recruiting - Value and leadership development - Fairtrade products - Trainings - Cooperation with authorities and non-government organizations for integration and education. 	  	  

FIGURE 4.4: Contribution of Scandic to the UN SDGs based on the four main areas of the sustainability strategy of the hotel group (based on Scandic Hotels [26])

The table shows the connection between goal 12 - Responsible consumption and production and goals 14 - Life below water and 15 - Life on land. The procurement and

conscious consumption of ecolabelled products have effect on biodiversity and ecosystems. This pattern, combined with goal 17 - Partnership for the goals can be applied in other cases as well.

Chapter 5

Conclusion and discussion

The analyzes of ecolabels and other voluntary certification schemes in this study showed a continuous transition pattern towards the inclusion of requirements that address not just operational optimization inside the boundaries of the company. According to the analyzes, initiatives for organizational transformation and partnerships will gain more focus in the future. Actions that enhance network and system building in the local community and destination has still the lowest proportions among the recommended requirements of tourism accommodation related ecolabel schemes. However, these also start to set new directions for a transition towards more sustainable tourism and local systems. (See analyzes in Chapter 2) At destination (or larger) scale, networking initiatives are more common. (Appendix [C](#) and [E](#))

The answer for the main **Research Question** /*How transition in the understanding of sustainable tourism, from mitigation of impacts of products and services towards enhancement of destinations and networks, can be fostered?*/ is built up by the answers of the **Subquestions**:

- **SQ1:** What tools can be used to implement sustainability at tourism companies?

The research proved that ecolabels, management systems and sustainable development models have the potential to foster sustainability in tourism companies in some degree. However, proactiveness and innovativeness of tourism accommodations beyond complying to given basic requirements and goals strongly depend on also other features, such as: the individual features of the establishment and the business, and the mindset of the responsible people. (Appendix [A](#))

The continuous improvement and credibility of ecolabels and management systems are ensured by the frequent revision of their content. In order to a possible integrated usage of the different tools, models also need to be revised and adjusted to the current

criteria-sets, development levels and tendencies in the tourism industry. Since these tools are voluntary, the attitude and trust of the relevant stakeholders in these tools are key factors. (Chapters 2 and 4)

- **SQ2:** What are the approaches of the different stakeholders and their understanding of sustainability and sustainable tourism?

Based on the analyzes and the case studies in the research, stakeholders of sustainable tourism are involved from all dimensions of the society (such as governance, industries, academia and civil society). The analyzed sustainability strategies of hotel groups mainly mention six stakeholder groups: employees, owners and investors, NGOs, guests and corporate clients, partners and supply chain, industry associations. (NH Hotel Group [25], Radisson Hotel Group [24], IHG [22], Scandic Hotels [26]) All the analyzed hotel groups design their sustainability work and goals based on consultation with these stakeholders, balancing the interests of the stakeholders and the interest of the hotel group. The sustainability strategies of the analyzed hotels mainly focus on economically viable initiatives that increase operational efficiency. Green procurement is also highlighted in all the introduced strategies however it still covers just some parts of the supply and value chain. Moreover, the analyzes shows common directions and initiatives for tightening the connection between a hotel and the destination: participation in local events and activities, dialogue with the municipality, employment of local people and working with local suppliers and partners. However, hotels do not have separate strategic goals or program areas focusing on directly destinations yet, according to the findings of the research.

At destination scale, the attitude and the mindset of municipalities and regional/local offices connected to sustainability are influential. In a well-designed system, top-down initiatives can be gradually embedded locally and influence local businesses and citizens. Moreover, local networks can foster regional, national and international collaborations by knowledge sharing. (Appendix C) The research showed that business networking event, programs and industry associations can be effective to influence local businesses to be more sustainable. (Appendix C, B and E) Moreover, political factors cannot be neglected in this scale.

The destination-scale standards and criteria-sets that have been studied during the research process (such as Global Sustainable Tourism Council [58], Green Destinations [63], Responsible Tourism Institute [59]) aim to have balanced focus on environment, society (local community, culture, well-being) and economy (businesses) at local scale, and on integrated destination management.

- **SQ3:** Can a stepwise model be part of the solution in the transition process towards sustainable tourism?

The expanded model showed to be applicable, however just at same degree and with limitations. In some cases, the allocations of given initiatives and actions are not self-evident or clear. Further consultations with stakeholders and adjustments of the model would be needed for the better allocation of initiatives and actions in the model sections. However, even with these adjustments, the model is not enough to bridge the different goals and strategic directions of stakeholders at different scales. The current, globally ongoing work with the United Nation Sustainable Development Goals shows more potential to connect the different scales and to harmonize the activities of the different stakeholders connected to sustainable tourism.

In this study, the expanded model have been adjusted to hotels, value chains and destinations that have already focus on sustainability. Therefore, the applied indicators in the model for tourism accommodations are mainly based on the recommended requirements of the analyzed ecolabel schemes that set the future directions of the criteria development. For the analysis of hotels, value chains and destinations that have not reached this sustainable development level yet, the re-adjustment of the indicators is may needed.

The global and local tendencies of impacts triggered by tourism are increasing. It shows that the current state and extent of the understanding about what is sustainable tourism is not enough for a transition. New approaches, concepts and types of offers are needed that prioritize qualities rather than quantities. Besides global strategies and goals (like the sustainability strategies of international hotel groups), sustainable tourism initiatives and directions should be rooted from locally as well. And at the same time, more and better organized information should be provided to tourist to raise their awareness in the topic, and to give them the opportunity to make conscious sustainable choices.

Appendix A

Appendix A

Interview with Nina Carlslund, the General Manager of Scandic Aarhus City Hotel, and the CSR Coordinator of Scandic Hotels in Denmark.

- *What methodology have been used to select the most relevant UN SDG Goals that Scandic works with?*

We did a stakeholder analysis to choose our sustainability strategy, with owners, investors, staff members, guests and customers. We asked them what is important to work with in a hotel business. From the analysis, we took the things we want to work with in Scandic. These are four main areas: health and well-being, diversity and inclusion, waste and CO2 reduction. And for these goals, we just picked the UN SDGs that fits to them. So we didnt start the other way around and said how can we change the world. We asked how can we do a better and more sustainable hotel industry, and which areas should we work with. This both climate and social responsibility. And we also signed the UN Global Compact with the UNs 10 common goals. So we are connected to them too. Now we work with four sustainability goals and in the annual report there are lot of extra goals. I think we work around 11 or 10 now. But it is definitely not coincidental.

- *So you said the Scandic based the selection of the most relevant UN SDGs on a stakeholder analysis. Because otherwise it is difficult to connect the sustainability strategy with the goals due the complexity of the issues.*

Yes, I saw a new way to doing it. We are planning a very big meeting in Aarhus where the head theme should be the UN SGDs. And they did a three-round circle and divided up the goals in social, climate and in governance. That is the first time I saw them like that. They are doing a lot of things to make them fit to their sustainability strategy. And I dont think that they start with the sustainability

goals and then make the strategy for them. They start the other way around. What they work with anyway, and they say okay is this fits to life under water or whatever goal and so.

- *In the stakeholder analysis, did you check also that among the chosen most relevant issues and UN SDGs, which are the most important for the different stakeholders? To categorize further the chosen goals, issues.*

Yes, relevance and importance. It is a plots diagram. Yes.

- *Connected to the four main sustainability areas that you work with, do you have specific targets or goals?*

It is always important that it is also economically sustainable because otherwise we wont keep on being a good hotel business. We have goals to all of them, I dont remember the specific goals but we have a goal to be CO2 neutral and have the lowest emissions in the industry by 2030, and there are goals in waste reduction indicated by %.

- *As I read in the report, Scandic quantified the sustainability goals in 2017 and there is a plan to revise the sustainability targets in 2018. Does it mean that you want to set new targets by 2030?*

No, our executive Committee in Stockholm are working with this at the moment. We just decided in Denmark that all hotels should be trained again in sustainability trainings so that all of the staff members know our strategy and how we implement it in our operations because some of them just do things and they dont know really that it is connected to some greater good or greater goals. That is one thing that we, at least, know what we are doing and how we are going it. And why.

- *Do you have focus on the enhancement of the local destination? What are your approaches to adapt to the local features and enhance the local community?*

We have, in regard to social sustainability, we have a goal that every hotel should do at least three activities that are not commercial. Giving food to the homeless or things like that.

- *And do you participate in events, cultural event?*

Yes, in a lot of them. And we also engage our staff members. I think the next thing we will do is on week 41. It is a big event in Denmark where you collect money. All the staff members go and do it together.

- *For example, in Aalborg there is a one-week sustainability festival that is a networking event for businesses connected to sustainability. The participating businesses can present their work connected to sustainability to citizens and other actors during in the week. That can be done by a tour in the facility organized internally or*

externally or just by renting a stand where the related topics are presented. Do you think that Scandic Aalborg could be interested to participate in case there would be a theme around sustainable tourism? Could it fit to the scope and types of events on general that Scandic interested to participate in?

Yes, I think so. Of course, I cant decide for Scandic Aalborg but I think it could fit. For example, we have a lot of language trainees in the hotels, lot of integration projects so they are really into these types of activities. There is also the Swan label so, in regard to environment, they are really good, one of the best hotels in the region so in case there will be a theme connected to sustainable tourism, I hope they would participate. But again, I cant say for sure.

- *What do you think, what other, proactive initiatives could the hotels have to enhance destinations? Do the hotels consider and get updated in the sustainability and tourism strategies of the municipalities?*

I think it very much depends on the general manager and on the hotel. We all Swan labels and we all have to do these three activities per year, we all have to inform all our team members and we have to live up to the standards. But we dont have to be also proactive and innovative. This hotel (Scandic Aarhus) was really environmentally friendly, we had all the solar panels on the roof, so we opened as a very environmentally friendly hotel. So it is a little easier for me to take the next steps. And the general manager in Aalborg maybe would just like to have good windows and isolation So he starts from another place than I do. I started with a very good hotel with LED lights almost everywhere. He maybe could change the bulbs but it is expensive for him. So we all aware of our strategy but how much we do depends on a lot of things.

- *So basically, the ecolabel is a frame and it is based on the manager and the given features what more can be done.*

It is, yes. I try to. When people ask me why dont we have the ecological or biodynamic approach for our food we had the sustainable approach instead. And I tell them that we work with the Swan label. We have been working with the climate and environment for 25 years in Scandic, when it was less common in the industry or even had a name like CSR. The things we do now is lot more than just environment. It is diversity and inclusion, its anti-trafficking It is all people related. And you can see it from our choice from the UN SDGs. It is mainly people related goals. Because that is what we are. We have people as guests, people as team members and we work with people. And they are part of creating a sustainable experience all day long. So we try to pick sustainable food that hasnt travelled very far to come here and had a good life if it is a cow or fish, instead of just going after the ecological parts. That is what we all know in our hotels because we just

did the agreement with the stanbue fish. It works with small boats catching all our fish. We try to take care of the environment when we go and pick our food.

- *Do you have a dialogue with the municipalities?*

We do. Two in Aarhus and in Odense. Tom and I both are part of a small committee working with sustainability in the whole city. So Tom is in Odense and I am here in Aarhus. And we also have more committees and I am part all of them. That is my passion. We dont have to in all cities but I think in the big cities like Aarhus it is important and in Odense as well. Tom works a lot with Swan label, he finds it interesting and he has a lot of knowledge.

- *I would like to ask some more details about the organizational structure connected to sustainability. How do sustainability, environments, CSR and innovation relate and connected to each other in the organizational structure? Which departments are responsible for these topics and the related operations? For example, is there any hierarchy or these are absolutely next to each other. Basically, how the complexity of these issues are organized?*

The best place for CSR to be is everywhere but we are not there yet. We have a human resources director, Lena Bjurner in Stockholm and she has a sustainability officer, Vanessa Butani. She has no organization but she has a CSR coordinator in every country. In Sweden, where we have 80 hotels, I think she has three or four, and the same in Norway, and then me in Denmark and one in Europe. We have founded the sustainability group where we meet twice a year and we have a lot of phone conferences. And that is the organization. In social responsibility, it is more HR driven so it is in the HR departments. They work with the goals health and well-being, and diversity and inclusion. While we work more with the climate goals. The environmental management is under the CSR. We have one assistant who collects all the data from all the hotels from our navigator where we every hotels technical department reports every month. Use of water, waste per guest and so on.

- *So CSR absolutely covers all the environmental, social and the related economic dimensions.*

Yes. This assistant consolidates all the numbers.

- *What ecolabels and environmental / sustainability standards does Scandic work with? I saw that Fairtrade, UTZ*

Yeah, UTZ in Denmark and Fairtrade in Norway and Sweden.

- *And you have Nordic Swan in the Nordic countries.*

Yes.

- *And do you work with also the EU Flower ecolabel?*

Yes, we have some hotels in Germany, Poland and Netherlands and they have the EU Flower because the Swan label is a Nordic label.

- *And did Scandic ever worked with GreenKey?*

I dont think so, no.

- *Besides these ecolabels, do you have ISO or EMAS certification?*

No, we have only Swan label but that is the best one. It is the highest and toughest criteria.

- *Connected to this, I would like to ask your opinion. In some literature, there are debates about how much ecolabels are management and how much marketing tools? How are these two sides balanced and proportion to each other?*

We have definitely not been using it as a marketing tool. We are definitely not good enough to do it. We have just started to do it. We have hired a communication director. He started on the 1st of January. You could see it in the news and in LinkedIn. We are posting a lot of things about Swan Label. We have just got a new sign, a nice one made of steel, so it is not the plastic flags and stamps we put on the windows. So we have been mainly using it as a management tool overall. For control, because it is a third-party certification. They come every year and they check up on all the numbers we have sent in. Compared to ISOISO is just a one-time certification. You dont have this extra check by the third party every time. GreenKey is also one-time certification. You, of course, have to sign that you follow all the criteria but dont get checked again. The thing is that with Swan label we get checked. And with Nordic Swan, it is not just the washing powder and the soap and things you use but here is the all experience in the hotel that we have been Swan labelled. So both the guests and the team members are part of making the Swan label experience every time, every day we open the doors. I think it is something extra not just a certification of a single product, it is the whole experience. So, we comply with the compulsory criteria and do a little more. But for example, we still have gas in the stoves. That is the next thing to change because it is not environmentally friendly but you know a chef loves his gas stove. So all in all, we have to find a way to have a high quality but at the same time also do not make the guests feel like they cant take a shower. We have to do it in a snatching way.

- *Do you have quality labels? Like the star system.*

No, we are not part of Horesta which is the industry organization, so no but we would be a four star I would say if we had the stars.

- *The product ecolabels such as Fairtrade are connected to supply chain. What are the main elements of Scandics green procurement and supply chain strategy?*

We have a Code of Conduct for our suppliers and ecolabels are part of that. The purchasing department or the purchasing officer, he looks through all the agreements, even the ones we do locally to make sure that they follow the standards.

- *So you choose the suppliers who have the standards*

Yes, and if we don't he will make sure we do. We did some agreements with a guy who leans our bikes and takes care of them, and he made sure that the agreement was following the standards that we have also in regard to environment. So it is good, we have him as an extra police officer.

- *How do you engage stakeholders?*

With the guest, for example in the rooms we have waste bin where you can sort your waste to paper, food and the rest. Three different fractions. So we try to engage the guests also in regard to the towel policy. You could hang up your towel if you don't need it washed every night.

- *And I saw the environmental friendly bamboo toothbrush in front of the reception desk. I haven't seen something like that in other hotels.*

Yes, this hotel, Scandic Aarhus, we try to do a little extra. We have bees on the roof, so we make our own honey because the bees don't have very good options in the fields. A lot of city bees are coming up. In the Food and Drinks department, we sort all our waste and weight it after the breakfast. We have a cooperation with a small company Too Good To Go, so every day after the breakfast people come here and collect the rests in a little bag so we don't have a lot of food waste. In the kitchen, they work very much with the Swan label. We work with the fish, we have the WWF fish policy so we don't take or sell the fish that are rare. We have local vegetables and foods. Our very big supplier Linen is also Swan labelled. We made them Swan labelled. Because we said we can't have all our Linen for the beds and the kitchen and the chef clothes and everything that are not Swan labelled. We have to work with that too so we have push backwards our suppliers that they have to deliver Swan labelled good for us as well. And the same with the soap company that delivers all our soap and cleaning chemicals.

- *And what about packaging?*

No single packaged products at all in the hotels. In some of the superior rooms we have little soaps and toothbrushes as you saw, and all the water is from taps, with and without gas. The only bottles we have are in the shop, and they are also CO2 neutral. The bottles we sell here. We don't sell any bottled water at all. It helps a lot with transportation of the water and yeah.

- *You mentioned local food. I also saw that there are no- allergic foods in the bar. What strategies does Scandic have connected to food?*

We have a basic strategy, Food for All, we call it. We make sure that we always have vegetarian and vegan alternatives in the menus, and that we have gluten free, lactose free non-allergic products in the buffet, at the breakfast and in the meeting concepts. So you can have a full breakfast with your own bread and things. You don't have to ask for it. It is a full buffet with everything there. Almond milk and soya milk and so on.

- *Do you have data about how much is the distribution in percentage among these different types of foods?*

We don't have the bronze mark but we know that 25 % of our breakfast items are ecological.

- *Besides local suppliers of food, what other types of local partners do you have?*

We work with well it is food a small company (project) called Fra Grums Til Gourmet, collecting our coffee waste and growing mushrooms on it. It is because it is biodynamic. They collect it once a week. They collect all our coffee waste that is nice because we don't send it off as waste and they grow nice mushrooms in it. Hopefully, one day we will buy them back and serve them in our restaurant. That is when it is circular, so that would be a really great story. And another company, at the harbour in Aarhus a lot of innovation going on here. They make it wasn't really good yet but facial scrub from the coffee waste. But I got a sample of it and it still smells and feels like coffee waste. So I didn't think they really you know, made it luxurious. But they will do it. They also worked with another hotel company in the city and I said, you have to choose one of us because you can't develop a product with two competitors. And they choose the other one. I said it is okay because they started working with them so don't take both of us because then we will have a competition there. We want to support innovation, specially in regard to sustainability but not compete around it. We will find something else.

- *I read in the 2017 annual report that Scandic is working on a circular economy plan. What ideas, initiatives do you have connected to the concept?*

We talked about it. I saw some ways, but I don't know if the guests are ready for that yet. I saw a closed the fish is eating garbage and growing, and you can serve the fish in the restaurant, but I don't know if the guest are ready eating fish that only eat garbage. You can have that in a closed system where they eat the food waste and then they get grow and you can eat them. It would be a nice feature when the world is ready for it. Some of our buffets serve mealworms. It is you don't find it very delicious but it is a very very good way getting protein. And they

don't use a lot of water. But it is still a small insect. And it looks very much like an insect. Looks like a little...you know, a worm, so But if they are roasted, with onion taste, you can put them on your salad or soup and it tastes very nice. We try to push our guests a little bit to be a little more aware that we have to take care of our planet, but in a fun way. We don't want to you know, but just snatch them a little bit. We have a chef always at the lunch buffets, so when the guests come and they see him preparing salad and putting a little bit of mealworm, and then he says try it, it is very good. And they maybe come home as well that is okay, I learned a little something today. So that is how we want to do it. Snatch them and not lecture them.

- *What local networks, events or activities does Scandic participate in? For example, I saw a program in the report Inspiring Nordic. As I read it is a cultural platform*
Yes, it is not only sustainability at all, it is more about our culture and training and service and how we want to be perceived.
- *You already talked about a lot of innovative initiative. Are there other ones that you would also highlight?*

We say that it was one of our start. It is back in 1994. We had a workshop with all our team members and all our hotels. Mainly because we needed money, we didn't make enough money. The one of the ideas that came up there was this towel idea that if the guests put back the towel and don't throw it on the floor it means it doesn't need be washed. It can save money. It was one of our team members, 25 years ago who came up with this idea. Now it is a standard in the whole industry. This year we will do something called Green Hacks. Like a hackathon. In all our hotels, we are trying to get the new towel idea. To take care of the planet, also maybe to save some money and do a new branch or industry standard. You would like to get the next idea so. I don't know if we very innovative and proactive, we do little things in the hotels.

Appendix B

Appendix B

Interview with Pedro Teixeira, the QES Manager of NEYA Hotels Lisbon.

- *What are the specific long-term visions of the company in aspect of sustainability and environment?*

The company so far has one medium-size urban hotel with 76 rooms. It was built 6 years ago with the aim to be sustainable from the beginning. The long-term vision was to keep being a green hotel. The second hotel is under construction in Oporto that will open next year. This hotel will be even more environmentally friendly. The plan is to have 4 hotels, 2 in Lisbon and 2 in Oporto.

- *Do you have a person/people/division specifically responsible for environmental issues and the implementation of the environmental policy? If yes, how many women are present in this field?*

The establishment of a certified system for sustainable management began 1,5 years later of the opening of the hotel. One person is responsible for it, with temporary involvement of other people helping with specific tasks. One new person will be needed after the opening of the new hotel. Right now, no women working in this field full-time in the company, but the hotel has a gender-sensitive policy to comply with the diversity requirements of the EU.

- *What environmental related regulations do you have to comply with?*

The regulations in Lisbon follow all the European legislations. Portugal has been one of the front-runners in environmental legislations. However, inspections are less common. These regulations concern mostly about waste management, licenses, food safety (hygiene), water and safety. The focus on noise is less since it is a rather small hotel.

- *Does your environmental management model cover some of the following issues in addition to Water Consumption, Electricity Consumption and Production of Solid Waste?*

For example:

- *using labelled detergents and cleansing agents for cleaning and washing*
- *maintenance of green areas*
- *organic food*
- *noise*
- *air emissions*
- *eco-friendly building and construction*
- *indoor climate*
- *management of own transport*
- *life cycle assessment and management*
- *social and ethical indicators*

About detergent: It is not easy to have an eco-provider, but there are more options now. The hotel is testing new products. The experience with these is that the workers have to make more efforts, since the tested detergents showed to be less efficient. However, the hotel is going to use one specially for the elevators and the balcony floors.

The hotel does not have garden or green areas.

Organic food: The hotel tries to buy local, organic, Fair Trade products and ingredients, and constantly looking for more options. For example: fruits and vegetables, organic wine (carbon free wine).

The main resource of noise in the hotel is from the air conditioning. Therefore, four VRV equipments have been installed in the roof that produce zero noise.

There are bicycles and bicycle parking places in the hotel for the clients and the workers to use.

Social: The main achievement is the solidary room. NEYA Hotel is in front of the biggest children hospital in Lisbon. Since 2016, the hotel offers to families that have no money to stay in the hospital, to stay in the hotel for free. The hotel has 6 partnerships with 6 hotels in Lisbon, and also collaborates with orphanages and other organizations. There is a focus on children with a lot of effort to help them. The hotel did not conducted lifecycle assessment so far.

- *Does your environmental management include specific targets and action plans?*
The hotel is certified by the ISO 9001 (quality), ISO 14001 (environment) and OHSAS 18001 (health and safety at work). Therefore, all of the actions, goals and targets are certified. The main focus areas: Reducing energy use, water, safety, air emissions. Next year, the hotel will become totally carbon-free.

- *What are your current waste prevention, reuse and recycling rates? Do you consider and apply eco-design solutions to reduce waste? What are your objectives for the future?*

Selective collection: NEYA Hotel has selective collection of different waste types in hotel rooms and other areas of the hotel (guest rooms, meeting rooms, workers officers, canteen, kitchen) since the opening of the hotel. All waste is separated, but the problem is that the guests are not too good separating, therefore they are trying to influence them to do it better. The urban waste is collected by the municipality (all fractions including organic waste), and the hotel has contracts with private companies to collect all the other types of waste that are not collected by the municipality: used cooking oil, bulbs, batteries, metal, woods

Prevention, reuse, recycling: Reduction of the amount of printed papers. Recycling of wine bottle corks, for example as a decorative piece on tables. Usage of reusable glass bottles for tap water.

Since the hotel is rather new, there are no initiatives for eco-design or recycling of furniture so far. All the furniture is the same as in the beginning of the construction of the building.

- *Do you review your environmental management features and/or environmental impacts periodically? (use of water, electricity, production of waste) How do you monitor your results and set new objectives?* Yes. For water, electricity, gas, and waste the monitoring is internal. There are meters in all sections of the hotel to monitor the consumption in all areas. About water and electricity for example, the consumption rates are linked to the areas. 60% of the hot water is heated with solar panels. There is a scale to weight all the waste bins, and measure it every day, so there are data about the exact amounts. It is in the practice since 4 years, so there is consistent data.

- *Do you have internal environmental report (green account)? If yes, how is it structured? Does it include green areas and/or own transports?*

Yes, the hotel also monitors what it pays, since there are data about the amount of kg, waste litres, etc.. However, since it is in the practice from the beginning, there is no data to compare with and analyze the changes. Also, there are things that more difficult to measure.

The light bulbs have been changed to LED to decrease the energy consumption.

The noise studies are made externally every year.

The transportation is not measured and monitored. The hotel has a company car but the employees are motivated to move around the neighborhood walking or by bike.

- *Do you have social account that quantifies the impact of the enterprise on the society?*

Yes. NEYA Hotel is member of GRACE, the biggest social association in Lisbon. The hotel gives food waste to charities and associations every day. These associations account and provide the data about how much charity have been done. Other things like sheets or towels are also donated once the hotel change them, in case the quality is still good. The hotel has all this accounted in numbers and euros.

- *How you engage your employees? Do you have trainings on environmental issues?*

Yes (already explained). The hotel has training plans to develop skills for all kinds of workers, including training in environmentally friendly practices (use of chemical, waste separation, food hygiene, energy saving), for safety (fire-extinguisher, etc).

- *Did you make customer investigations about their demands and opinion on environmental issues and actions? (interviews, questionnaires). If yes, what were the main insights you got?*

The hotel has a new online tool, a software, to measure the comments in booking websites such as trip advisor. The comments are separated in terms of quality, etc. There is also a typical questionnaire for customers to assess customer satisfaction. The hotel also account for the customers that talk about the environmental practices of the hotel. All of these opinions are taken into account to make the hotel even more sustainable. There are also informative inscriptions all around the hotel to make conscious customers, in bathrooms, etc.

- *How you engage tourists to make them to act more environmentally conscious? (Bike Friendly, NEYA APP, Eco-meetings and other strategies)*

NEYA Hotel is member of the national association of hotels, and they have a lot of environmentally friendly options for tourists. The hotel has certifications such as Green Key.

All suppliers and rest of stakeholders get information from NEYA about how to be more green and sustainable. The hotel inform them from time to time about the processes and achievements.

Facebook is more dynamic, therefore it is used to give information about all the actions.

- *How you chose which other enterprises, companies and/or organizations to collaborate with? Do you have own standards and green demands to suppliers? (green supply chain management)*

Assessment is made about suppliers, in order to choose the suppliers that are certified. It is not easy. NEYA tries to choose the greener ones, rather than transform them.

- *Are you involved in local networks? (for example, associations for culture, tourism, citizenship, hotels, charity, local communities)*

NEYA has a strong link with other hotels in Lisbon that are environmentally conscious. They exchange data regarding consumption, waste separation, etc. Employees of the hotel go to seminars, in collaboration with these other one-two more hotels in Lisbon who are sustainable and have similar approaches. There are no collaborations with museums in the environmental field. About transport, the hotel has partnerships with companies that use electric cars, nature walks, Tuk-Tuk. NEYA advises guests to choose and participate in eco-activities.

- *Do you think there is good collaboration with local authorities, municipality and local businesses, enterprises? How does local and regional decision-making reflect to and effect NEYA Hotel? Do you have recommendations or ideas to improve the collaboration?*

NEYA has good collaboration and relationship with the authorities and the municipality. The hotel participates for example in the Urban Waste project as well with Lisbon Municipality.

In 2011, the safety legislation got more tough, so for these measures NEYA Hotel is seen as good example. The hotel has a good relationship with the City Hall and the National Safety Association as well. There is good communication with these authorities and good relationship with local NGOs.

Appendix C

Appendix C

Interview with Anders Du Mont-Thygesen, the project manager of Aalborg Sustainability Festival.

- *Does the event have formal documents about sustainability?*

It is a difficult question. In written, no. The original aim of the festival is to showcase our work in Aalborg Municipality connected to our sustainability strategy. The strategy, of course, is a formal document. So that is the purpose of the festival from our side. But then, we decided to expand the focus. We work with many external actors who can come with their own events to showcase their sustainable solutions. We do not really control whether or not they have a strategy in their business or organization. The basis of our festival is the municipal sustainability strategy. But we don't have separate strategy or goals for the festival or requirements for participants. They want to come and show something that they do or have an event at their facility. We don't set requirements towards them, like no plastic in the stores or stuff like that. We don't put up those formal demands on people who want to have an event. Our Sustainability Festival is not an actual festival. Our idea as a municipality was more like to build the stage. Not an actual stage but a stage where you who have something important to say on sustainability can come up and act your play. Our main priority is to make sure that the stage is there and that we do our best to engage the crowd to come and see this play. But the actual content of the play, except that it has to involve sustainability, we don't interfere with.

- *Do you have indicators to assess or identify what makes something sustainable?*

We are trying to set up indicators. We sent out surveys. We can measure the success of the festival in how many people hold an event during the festival, how

many external actors are involved. And that number keeps going. It is easy to follow because the participants have to sign up. So it is easy but we want to figure out how to measure the actual action. Because we claim to raise awareness on sustainability but we want to "see the awareness" that turned into actual action. We have to figure out how. It can be only a collaborative effort with all the people having an event but we have to figure out what platform should we use in order to measure and effect at first. We are working on that.

- *Does the festival have elements like waste management plan, green procurement, energy saving and efficiency measures?*

We are working with our waste company in order to avoid waste and do more on sorting. Basically, we have a waste management plan. We started slowly but it worked pretty well last year. We will make sure that it will work even better in this year. So we have a waste management plan because the worst thing that can happen to us is that we create a lot of waste and get a lot of negative publicity. But again, we ask people who have a booth or stand to think about what they are doing. But still, people are showing up with balloons or plastic stuff to taste organic food or stuff like that. It is hard to control. It is hard to say that you cannot do that. We also have to make sure that they get rid of the waste properly. Regarding green procurement, we follow the procurement guidelines of Aalborg Municipality for all the stuff we buy. And that is changing more and more to green procurement. When we have a bigger stage area where we and the participants can hold events, all the food that is ordered there is through our canteen. Which is working on organic transition.

- *Does it serve also local food?*

The food is made right here, yeah.

- *Does the event have any other sustainability features in the development and the management process that you would highlight?*

We are thinking about it. Because we also want to create a lot of publicity. That means a lot of marketing. For every time when we think marketing, we have to rigidly consider, "Is this a clever idea?". We already had nets last year made of jute which is a sustainable textile. But it was made in Asia. So... We saw the nets everywhere and created a lot of buzz. People used it everywhere and it was spreading the word of the festival. But we wish we would have done something else. So this year, we make nets again to hand out to people but this year we work with an other company. They take textiles and wash them and send them back to customers. They have a lot of waste cotton and textile that they can't use because there is something wrong. They ship that to a social economic business

that take it and sew unique nets bags. Then we send the bags to another local social economic business close by that put a logo on. We will have approximately 3000 unique nets all produced locally and in a sort of circular loop. Almost. It would have become waste if we didn't use them. We use these nets instead of getting it from Bangladesh or something like that. So we are always and every time do something like that. We have to weight it up. Will it create a lot of noise? But will it also create background noise that we would rather live without? So we have to figure out what is the most sustainable solution. Each year, we also have a paper version of our program. On the right, it is recycled paper. But it is still paper. And we are still fighting how can we get people to actually come without the paper. So we are always trying to figure out ways to be better when it comes to the environment. And we are close to tracking these but it also helps that we have already organized five Sustainability Festivals. People now know that we exist so maybe it will be just one page in a paper saying go to this website and find the program. Stuff like that. We are always and constantly working on it.

- *What is your opinion about having a sustainable event management certification connected to the festival? There is an ISO standard for sustainable event management. Would it be feasible or make sense for the festival to work with it?*

I am not sure that it would make sense. I mean, what we were also trying to do is to, at one point, kind of let go the festival so that we are not taking as much. Because what we work on is actual projects that has to do something with sustainability. The festival is more communicatory. And it is not really what we want to do. So at one point, we would like to set up a group where we are of course involved but is besides the municipality.

- *So basically shift the approach from the rather top-down to bottom-up.*

It had been at least...yeah...I wouldn't say top-down. But we set the whole thing up and people come in. When we do that, there is also a kind of demand for service and all kind of stuff, and we run around doing stuff that I don't think we would ever imagine doing. We are not in the business of running a festival. But it is the best way to show what we are doing. But at one point, we would like to be just a member of a board that runs the festival. And when it comes to that, then it maybe would make a lot more sense to have a certification. Right now we are working in a municipality that of course has goals so we just live up to them and to all the international agreements.

- *Who are the main stakeholders of the festival who are the most active, influential?*

As I said, we play one part of the festival. We are based in the Environmental and Energy Department of Aalborg Municipality. So our stakeholders of course the

other departments. There are six other departments in the municipality so we are trying to engage them and using the festival as a platform to showcase also their green and sustainable projects. And then everyone else, not just the municipality but the region. They also use the festival as a sustainability platform. A free platform to showcase their sustainability projects. It becomes their interest, of course, to use it in a right way in order to further encourage citizens to make green choices. So our stakeholders are everyone basically.

- *And is there any priority?*

No, and it doesn't matter if you are a big corporation with a lot of money like Siemens or a private NGO with zero money. You get six square meters each at the opening day. Nothing more. (We have an opening day when we put up tents for people who feel like that is the best solution to showcase their thing.) So it is opened for everyone. That is the whole purpose. And the whole purpose of course then to show what are you doing connected to sustainability. And of course, it is great that Siemens built these huge wings but it is just as important to have some local organization next to them. Say "that is actually what you need to do in your everyday life to use this energy in the right way." So, yeah. Everyone is stakeholder.

- *You said that you have this kind of learning process about waste. How do you collect, use and learn from feedbacks of the participants?*

Participants and visitors, everyone... We try to push that all the participants who come to the event or have a stand or in some way participate in the festival as a contributor, that they also have a feedback. Not just about what could we do better but how the festival can evolve in a better way. Like to become even more coherent or whatever. We always take that and dedicate a lot of time after the festival to evaluate how much time we used, how could have we use our time better, how can we improve our communication, where and how can we improve on communication between the contributors... we go through everything.

- *Were there any significant feedbacks that based on you did changes in the next festival?*

I think, actually we had something every year. Something that say "it wasn't quite good". We need to do that. The first two years, I think, we didn't have an official opening day with a bang where a lot of people can gather. At the opening day you can actually see that the festival is going on. We corrected that and organized the opening day. Because the festival was spread everywhere so no one actually knew about it. And that is something we learned from this input. That we need to have something that shows that it is there. Yes, waste is also something that we... We

have one area on the opening days dedicated to sustainable foods. Which means a lot of tasting stuff. Which means, there is a lot of waste. So we need a lot more waste bins there. So... Every time we learn something new.

- *You already touched up on this topic but do you have specific requirements towards partners and suppliers?*

We do set up a lot of tents and we put up demands there but that is the same as at other events. We have to make sure that it is properly done and people who are doing it properly paid. We have one tent where we also serve drinks and have a water bar. That means also plastic cups. We also learned that it is not enough to demand it that these are the right type of cups. If people come and they get a drink in a cup and we haven't made it visible to everyone that this is not an actual plastic cup then they say: why we get plastic cups? If it is not plastic, write it on them! So it is also about making sure that the stuffs we do are transparent and clear. That is not our business to arrange festivals so we are running fast and try to do all kinds of things and sometimes we forget the most simple stuff. Yes, we have done everything correctly but we are still open for criticism if we don't make it transparent.

- *Do you assess the ability of the suppliers that they can comply with these requirements?*

When the amounts are big enough, we have to make a procurement plan. Making a description that these are the stuff we need and you have to comply with these specific demands if you want to supply us. The main thing is the quantities that we want and that we have to pay. So we basically just write out to some suppliers. When we find the supplier we say what we need. We ask if they can do that and for what price? So we make sure that what we get is what we have asked for.

- *So for example, in the case of the tasting activities. Are you the one who provide the materials?*

Only if it is our own events. When it comes to people on, for example, the opening day where there are some tasting things, then it is up to themselves.

- *And do you check it?*

We don't check it and we don't put up demands that they have to do it properly but we ask them to think about what it is that they showcase. And hopefully we will get most of the "bad stuff" cleared up. Because when we say that we work with sustainability and that we want to further sustainability in the region, we also become quite quickly the victim of scrutinization. "This is not sustainable, why doesn't it sustainable? You call yourself Sustainability Festival?" That is where it becomes tricky. Because we don't claim to be sustainable. We claim that we

want to further sustainability. And the minute you say "I want a sustainable life" and then they say "What is that shirt made of?" I have no idea but I am trying my best, you know. And that is the whole point. We need to show sustainable solutions to the citizens and make it easy for them to take or make greener choices. That doesn't necessary means that we wanted to be a 100 % sustainable. Some things generally stopped and avalanche, and some of them build up quicker. Some things take a little longer time but it is not fundamentalism. And that is what we kind of want to push as well. It is not a black or white thing. But we do our best in everything.

- *About the networking. Where are the participants from? Can are they from only Aalborg and the region or from other part of Denmark as well?*

They are mostly locals. But that is the thing. We want to push local sustainability. But sometimes people come from Copenhagen or other places of the region. They want to show something or sometimes we book speakers from other parts of the country just to create a little buzz for the events. But yes, it is mostly local. It is going more and more actual. So it involves people from other places as well who want to come and showcase green solutions. But we have so much local project that that is where we want to put our focus. And then of course we want to make sure that this focus get so much attention that they then will go home and spread that in other parts of the country.

- *Do you have data about the amount of the participants and visitors?*

Visitors, that is the tricky part. We try to assess it, we try ourselves to partake as many places as we can but it always becomes guessing in the end. We can count the contributors every time when we have a program. It is that how many different contributors or event we have per year. We count each tent as an event as well where something is held. Normally we have around 50-60 events or people in tents during the opening day and then double when it comes to the rest of the week. I think we were around 130-150 last year. And we aim to get at least 150 this year. But still we think every year about "Should it be a whole week?", "Should it be a more compact festival that is from Thursday to Saturday?". Because you see the opening day, there are a lot of tents and then citizens come and then we didn't really have anything. There were some backing events and some different events in the town but it was kind of invisible. It is everywhere around in the city on Monday, Tuesday, Wednesday. And then on Saturday, we finish it off. But it kind of seemed like there were just two days. That is why last year we had a big tent that was up all week where we had events, on the harbour front. So there was somewhere to go throughout the week. Alongside the different events in the city. Because we don't want to scare away those either. Because sometimes it is easier

to get to understand what Portland or Siemens does, by arranging a tour there. It doesn't make sense to stand in town and talk about biodiversity at a park 30 km away. So you have to open up also these other things that are everywhere.

- *So basically, the participants are the one whole locate the event that they want to hold.*

It is not our business to say where they have to hold or have the event. We will make the most noise about it, as much noise as it is possible so people will join them there. But if they want to have an event at their private address, business address or something, then that will be the place where they will have the event.

- *So you said the tendency of the number of the participants is increasing.*

Yes.

- *Well, you already kind of covered the question about how do you select the partners or participants.*

Yeah, I mean at the beginning, of course we went out to spread the information that we will have this festival, would you want to participate in it? And people say "Yeah, how much does it cost?" When we said it is free then they wanted to participate. And then that number of course grew. We had to do a little less in the second year, a little less at the third year. Now, we contact people if we discover that we have never heard them before. But a lot of people now know that we exist so they say "We need to remember the festival and sign up for that." So we don't have to do so much more recruiting. Only when we discover new people who we didn't know about before. That was the all issue with the festival. We discovered a lot of people, organizations and stuff like that out there that we have never been in contact with. And they were doing exiting things. Also citizens who were trying to start city gardens for years or other projects. But they always run into a wall in the municipality. So we said "Let's fix that.". And then we fix it together and figure out what to do in order to be excepted by the municipality. And the it is a project. So we decide and not just us and citizens and organizations but also organizations between. "Ah, you are also doing this? We didn't know it. Let's put our heads together and do something!". And that has been very interesting.

- *Were there any cases when somebody wanted to participate but because of the profile of the company it had to be declined?*

No, we have debate on politicians and political parties. Last year we have decided that we will take the politicians and put them separately. Election year, they all wanted to make noise. Okay, you can all if you want to be part of this event here and people who want to hear from you can come. But we tend to say to political parties that want to participate for example in the opening day that we

really don't want that. This is not a political event. It is not for empty political promises. We want to show actual thing you can do to change behaviours. So it becomes blurry if there is too much political noise in there. We tend to say, thank you for your interest but no, thank you. And at the minute we yes to someone, then we have trouble with the thing "Why are they always joining us? You could have also. You should have known." And it becomes tricky because we don't have a lot of funding for the festival. But it totally depends on political will. So if we get a reputation that we are only looking to our left then the people sitting right to us are not want to be voted down and then there would be no festival. So we try to make it as non-political as possible, and make it more concrete.

- *What type of initiatives, showcases do the participants have? What sustainability topic are the most common? Do you have for example participants who connected to technology or culture, art, life-style, so on?*

Everything. We want to embrace a holistic view of sustainability. So that is everything from the social aspects to the economic aspects to environmental of course. Just everything. Everything goes basically, as long, and that is the thing, as long there is a green threat. Then it goes.

- *Are there more common topics?*

There is a lot of interest both in consumption and that is where we have a focus on the opening day of course. Sustainable consumptions, sustainable energy transportation, buildings and then sustainable food. Those are the most. Them. we have a lot of. Then we also have... Love Aalborg is always participates which is a group that encourages hospitality and friendliness and stuff like that. They are always participating in the opening day and they have their own week that is the same week. For us that is the fundamental thing about sustainability. If we don't have that then everything falls down basically. If we don't take care of our people and all that stuff. So we also want to encourage people to talk about what does it mean to be happy and what does it entail to our citizens. The happier citizens, won't they make better choices and have more energy to think about these thing? And healthier citizens and stuff like that. So there everything goes just need to logically bind back to the whole spectrum. And we use our sustainability strategy as a back so of course, there we talk about health, good life and happy citizens and all these things, as fundamental thing for creating sustainable future.

- *Do you have topics connected tourism and tourists?*

We haven't had much focus on that but it is becoming more and more on focus. Not just connected to that we are attracting people from outside but as a signal, we are in our department and in the Center of Green Transition, looking more and

more into sustainable tourism. So that will be a focus point for the next many years in cooperation with a lot of different other organizations. VisitAalborg and different local projects about the fjord.

- *For example, could green or sustainable hotels also participate?*

Of course. And we are also having focus on green restaurants and making a network for promoting greener restaurants. We have that with all the shops in the town as well. We are creating a network to help them become greener and showcase all the green stuff they have on their shelves. We are trying on all kinds of levels to make also the city more attractive for tourists. And we also have these cruise ships coming once in awhile. We also want to give them a sustainable view of the city.

- *Are there especially successful long-term collaboration cases that have been based on this networking opportunity? Where the event was a significant contributor to the success?*

Yes, but all our projects have been kind of using the event as a set-up point to push the individual projects even further. So it gives us an opportunity to highlight the project, companies, organizations, whatever involved. And it gives us an opportunity to think even more and get even more collaborations started. Companies are coming over and want to be part of this. There is always new stuff growing from it and that is another thing that we have trouble documenting. Because we can document when our own projects start but what other projects come out of it, we need to get some sort of feedback because we can hear about the new projects but we also need to know if it was influenced by us. It is important especially, as well for the political aspect of it to say "This is why it is important to do it". At the very first year, we had a story about a couple of guys, elderly man that wanted a new small bridge to connect an area over by Lindholm park. There is a bridge and they wanted a new one. And they met a couple of young guys who were basically taking old windmills and creating different things out of them. Mostly installs to keep cows. Because they were really durable compared to a lot of other materials. And they got this idea that maybe we should make this bridge out of windmills. And that project have now finally been financed. It will be done soon, maybe in the next year. So that is a pretty neat story. And I am sure that there is much more of those but we haven't found a way yet to document more.

- *Are there data about the overall number of visitors coming in Aalborg during the festival?*

No but we want to figure it out how to get the data and we want to find the

way to use big data to figure out what do we create, what awareness...or at least participation. The awareness part I don't think you can figure it out by a big data. It takes a different...way you can reach.

- *Where do you advertise the event? Locally or regionally?*

It is mostly local. I mean, we post it in national papers. But if we look at what will move citizens in the Northern part of Denmark, it is not these papers from Copenhagen. It is local papers and local stories. Facebook, it is a good example, Aalborg Municipality has 30000 followers. That is a creative way to get people's attention. So it is mostly local. But we of course, for other reasons, PR and attractiveness reasons, also showcase the festival internationally. Where we have somewhat a reputation due to the Aalborg Charter and Aalborg Commitment. And the work we do right now by the transformative actions award and the sustainablecities.eu website which is collaboration between us and ICLE, a global environmental organization, and then the Best Country where we collaborate on getting European cities, municipalities to showcase their transformative actions and best practices in order to inspire other cities to getting contact and not invent and duplicate a second time around. But instead, learn from other people's mistakes. So we also use the festival as an example of our way we work on good governance. Because it is a place where we find new collaborations, plant the seeds of those cooperations, tell people about the Center of Green Transition and what they can expect from us and which collaborations get out of working with us. And that is something that is not that common in Europe, especially if you look at the southern parts of Europe. It is also a way for us to look more attractive when it comes to collaborations towards getting EU funds for different projects. That we are an attractive partner to have on board. That is, weird as it makes sound, quite important. Because when we turn up in Barcelona learning about something then they are kind of confused why Aalborg is coming to learn from Barcelona because we are supposed to be the best. That is the reputation that we have out there and that is something that we want to live up to as well. So it is important that we also tell these stories.

- *So locally, you create opportunities for networking that globally creates opportunity to the municipality for collaborations and networking as well.*

Exactly. And we have our Mayor who goes to those conferences in Vienna and other places to show what it is that we are doing in the name of cooperation. Because, as I said, it is something that a lot of European cities are just thinking "Okay, that is the way we can do it as well. Do it together with our citizens." Not just building a lot of parks or something and then expect your citizens to be happy. Ask them if they want parks. Maybe they wanted something else. So, you

don't know them unless you talk to them. And apparently, municipalities didn't talk to the citizens before... I don't know.

- *Do you work with VisitAalborg?*

Not at the festival other than they of course put on their platform, website that we exist and that you can go there. And then, as a center, not as the festival, we work with them on lot of different projects. Among others, the global destinations index. We are trying to help them get the stuff better organized.

- *In your opinion, what are the most attractive, unique features of Aalborg as a destination. Key feature that form the profile and perception of Aalborg.*

It is a green-blue, happy city. It is also a no bias kind of place. You can't just say do this instead of that without showing that there is some common sense behind.

- *So the main aim of this interview was to gain an insight into the logic and strategic points of the event and the connected networking approach. The geographical structure of the event that you have described, with the one central point and the otherwise widely spread events through the city, can also be an advantage in case of tourism. It can be an incentive for citizens and tourist to discover different part and locations of the city.*

And then that would be fun to have something like bikes so you can transport yourself from A to B. But it could also be... why not have a more regional one so there would also be a focus. For example, Norre Kongerslev. They would have it also, and maybe they would have a different focus, bigger focus on Wednesday were then people who are very interested from Aalborg also could set up a car pooling service so they can get to Kongerslev to see what is happening there or stuff like that. And that is the whole point in the municipality like Aalborg, we were named Aalborg Municipality but only have the people from Aalborg Municipality live in Aalborg city. So we can't forget that there are other cities in Aalborg Municipality. And the minute we call something Aalborg Sustainability Festival, they think it is for the people in Aalborg. So we need to show that it is also for the people in Nibe and in Hassing and in Vodskov. Not just Aalborg. That is important for us.

Appendix D

Appendix D

Interview with Lars Enevold Pedersen, the director of VisitNordjylland.

- *I found the criteria of the Destination21 program but I didnt find exact projects.*

No. The Destination21 project was closed at that time also because of same changes in policy. I think some destinations worked with Destination21 but it was only kind of a pilot project and they tried to qualify but then the national project stopped and so also the local projects stopped. But that time it was very popular to work with sustainable tourism and so. And then it went down again and there was not that much interest in the topic. Now it is getting up again but now it is called climate change. And you have to look into climate and how your company or destination is influencing the climate. So I think it is very important that it is coming back again now.

- *And it can be seen also by that 2017 was the year of sustainable tourism in the UN. And also, in 2018 EU has a focus on cultural heritage.*

Yes, that is right.

- *What were the main goals of the project and how successfully has it been achieved? The first question is a basic one, I dont know how much do you still remember to the details of the project. Basically, the question relates to changes and processes connected to sustainable tourism and more specifically to the project in 2003 in the region.*

I think the project had some popularity at that time but mainly small companies were who joined. Major hotels and major tourism companies didnt participate in this program. So it was small, bad and breakfast accommodations, small attractions and so who joined to the program. At the beginning we had the model

with the stairs and we had our own sign, label with the suitcase but we realised that it would be more attractive to work with more international, national green labels. So in the beginning we had our own label but then we changed it in the process working with companies and sustainability. We started to work with other existing labels. In Denmark we have the GreenKey, in the Nordic countries we have the NordicSwan and in Europe at that time and still the EU Flower. You can just pick we said to the companies because there are some differences but the most important thing is that you are working with sustainability. So it came from that, we made our own model and it was quite ambitious because we worked on, as I remember it, on a company level, each company had their own model but we also wanted to work on a destination model. And I don't think the destination model we never got through with so but we had some companies who had different labels during this period we worked with it. So hardly, I think, the main goals were achieved. But not all of them.

- *What stakeholders had been involved and what were their roles? Who were the main stakeholders? According to what I read, there were actors from the tourism industry, the university as a research partner and also municipalities and governmental bodies*

Yes, and then we had of course our own organization that was a lead partner. We had the funding and we made an agreement with the university. Also, from the university there was a PhD student who made a study out of the project and we partly financed the PhD with money from the project. And then we had a consultant company. They were a small consultant company which was also founded by the municipality and they were working, of course, with sustainability and Agenda21. So university, our organisations that's name at that time was Mid-North Tourism and this consultant company, these were the core organisations in the project. And then we worked together with local municipalities, local tourism organisations and as you said the industry. And we developed this model with the stairs about how you can work with sustainability. It was based on a model and there were a toolbox. We also made some events. That time, it was also very popular to have the forest day, the sea day, so we made the sustainable day where we made some marketing and companies and local tourism organisations made an activity connected to sustainability. As I remember, we had two years when we had such a day with focus on sustainability.

- *And was it in Aalborg?*

It was all over in our region. We had that time Vestas, the company with the windmills, were joining and made an open house at the factory in Viborg down south and all kinds of activities we could connect with sustainability.

- *I think it could be quite similar to the Sustainability Festival now.*

Yes, all right. And of course the PhD made a project and report. The last year we had also changes, we had an employee who worked 100 % on this and got a new job after two years I think and then we hired a new one to finish the project. And he stayed in the company but then we had the change in the used model. We changed it from this model to the other one I told you where we used the more international and the national labels. But the idea was still working with sustainability.

- *Yes. As I see here, in this previous model some of these labels are just included or mentioned for example in step two. But then, did you have an other model with more specific focus on the mentioned labels?*

Yes. And then, I think the interest declined and compared to the results and how much, as I said, having one person working 100 % on that, we changed our focus. After that we haven't worked with sustainability as a project.

- *How effectively did tourism enterprises implement the proposed measures? Did they prove to be long-term?*

I have to admit I don't know how many of these companies are working with sustainability today.

- *And connected to that, is there data collection about the current sustainability measures / innovations / sustainability levels of tourism enterprises? (eg. number of enterprises with ecolabels or environmental management systems)*

No.

- *Did you take part in or do you have information about the design process of the 4-step model that has been used in the project?*

I was not the one with hands on this process. I think the ones who made the model were primarily the consultants from the company and then it was the person we hired for the project. I was a manager for that people.

- *Did/do the certification schemes, ecolabels, standards have incentive effect to implement sustainability measures and be more sustainable?*

What is important I think is that you start a process and you get knowledge and you see that you can save energy and that way you can save some money and all this, the way you think it could be good for business also. So that is the way I see it, when you.. to optimize and to be more focused on how to run your company. I think it has an influence. But when you are looking at marketing, I don't think it's we haven't seen any. If you are asking customers or hoteliers or so on is it important for you as a business to have an ecolabel, is it important in your marketing

At least at that time but I think also today, the most time they say it is not such a parameter why you choose a hotel. You choose a hotel not because it has an ecolabel. You choose it because of a lot of other criteria. But on the other hand, you expect that the hotel is working with the environment and it is behaving in a good way and you know, also social responsibility and so on. So I think here in Denmark, you take it for granted that you are working with environment and you have a policy and so on. So it is not that you are choosing it because there is an ecolabel, but if you see they are not behaving well or not working with environmental issues, you maybe will dissect them, choose somebody else. So it is not so proactive I go there because I have the ecolabel. No, it is rather if they are not behaving well, I will pick somebody else. So it is not something like an active choice factor when you choose a hotel. That is also what we learned and maybe that is perhaps As we see, here in Denmark, we are quite a sustainable nation so the problem is not that big here, so it is not a way you can differ as a company because most companies have this mindset. Maybe in other countries and in Asia or Africa, it is more important to have ecolabel.

- *Did the project have a positive economic effect for the enterprises and/or for the region? (eg. by marketing of sustainable tourism, number of visitors) Did some of the elements of the former collaboration remain?*

As we heard, it was mostly the way you optimize how you use the resources, energy, water and so. So it was a way to save money and in that way of course have a positive economic effect. The project and the idea had an economic effect, yes. But again, it is very hard to measure.

- *These were the questions focusing on the project. The following questions are about the region, North Jutland and more specifically about Aalborg Municipality. Do the region and/or municipalities have formal documents connected to sustainable tourism development? (eg. related development policies and strategies, sustainability goals, sustainability assessment and reports)*

I don't think so. Probably the municipalities in the region have these kind of documents. I don't remember any documents or strategies focusing specifically on sustainable tourism. Of course the municipalities have sustainability strategy but no separate sustainable tourism strategy. I have just been to a meeting and it is very basic but it is about cleaning the beaches. I think, many municipalities today are looking more on smaller projects and hands on what can we do to clean the beaches rather. What can we do to save the water in the fjord and so. It is not this big plan, idea with labels and so. It is more like we have to do that and that. Like small projects, part of the running of the municipality.

- *What are the current strategic directions and initiatives of sustainability and (sustainable) tourism in the region?*

No. And actually right now we are working with a new tourism strategy for North Jutland and that will be finishing in June and there is not one word about sustainability.

- *And what are the main directions of the tourism strategy in general? For example, as I know there was kind of a change in focus in 2013.*

There was a new structure in 2013 and 2014. It divided tourism up in three business areas where you have meeting and conferences, city tourism and coastal tourism. So you work with these three areas on a national area. But as I remember, this strategy neither had any focus on sustainability. I don't know if it because Danes take it for granted, that you are working with it in all the areas in the municipality and forest administration and so on. The hotel organisation in Denmark called Horesta, they are running the GreenKey. They have sustainability program for hotels. But local tourism organisations, marketing organisations, VisitDenmark, I don't think they have a sustainability policy for tourism. At least we don't have.

- *What are the main strengths, weaknesses, opportunities and threats of tourism in the region?*

I think the strengths are, of course, when we looking into different reports and so it is our nature and nature connected to the sea. North Jutland is surrounded by water. That is the main strength for tourism. Therefore, sustainability and clean environment is very important of course. Other strength are that it is a small area where you have lots of different activities and different kinds of nature, only with one hour drive around the region. And you have Aalborg as a, at least in Danish context, quite large city, and so you have also the possibility with the seaside and there is the city and you can swap around. Our weakness if you are looking at tourism in North Jutland, we have a weakness in We don't invest as much in tourism as lot of other regions do and we can also see some reports saying that the innovation in our tourism is lower than in other regions in Denmark. Another weakness is that - it could be a strength but a weakness as well, both but it is also a weakness that tourism in North Jutland is a lot of small companies, partners, whatever you call it and you don't have recalls of having major attractions or very big sights. If you are looking at tourism further south in Jutland, they have Billund with Lego Land and that is a strong point there because of the possibility to market and invest and so. And further north you have Aarhus, the city where tourism is also growing. We don't have the same centers where you have the muscles, you have the investments. So I think that is a weakness. Opportunities. I think in the future, modern tourist and lot of people will search for clean nature, calm place,

place which is safe. That is basically what we have. So the fundamental product of tourism in North Jutland has some opportunities. We just have to be more innovative when we are looking at more tourism-specific products, looking into our hotels, our cottages and so. To innovate in each sectors. And threats. I think, globalization is getting some new possibilities but it is also a threat because we are very dependent on have few markets, Norway, Sweden, Denmark and Germany. And suddenly people from these countries can travel all over the word. On the other hand, you can say that people from all the other countries can go to North Jutland, so of course it works both ways.

- *Actually we had an Urban Design Studio where we had projects with CloudCity. They had the idea to create a cultural center and touristic attraction.*

That could be a big strength for us I think. This new idea and it is innovative.

- *Also the fjord could provide a good connection and transportation linkage.*

Yes, exactly.

- *Are there stakeholder networks, collaborations, knowledgesharing etc. between actors connected to sustainable tourism in the region? You mentioned Horesta. Do you have similar stakeholder networks, collaborations, knowledge sharing mechanism in the region?*

About sustainable tourism?

- *Or in tourism in general where could be a possibility to work also with sustainability.*

To work with sustainable tourism? Yes, there are of course the local tourism organizations that we are working together. Small network or whatever you call it working together. And there are bilateral ways working together. If they for example, interested in west coast tourism then they are working together, some are working together with activities, and the nature, outdoor activities. And then you have our organization in charge of communication and marketing of the region. But I dont think that we will have a topic or whatever you call it of sustainable tourism in the future.

- *I checked the website. There is VisitDenmark, VisitNorthJutland and VisitAalborg. What is the relationship between these? Are they kind of hierarchic?*

Yeah, that is quite. But we are not in the same It is independent organization so we are not referring to VisitDenmark, we are working together with them but we are not in one organization. We are different organizations and I think but it is my personal opinion, that it would be good idea to work in a more organized way because you can get more focused and then have a strategy that actually, all would follow the same strategy instead of five different strategies.

- *For example, in the website of VisitAalborg, there is a section for green elements and attractions of Aalborg. So there is a topic about it. But in the VisitNorthJutlands website, as you said, I couldnt find this focus.*

Yes. I dont think we have anything about it. No.

- *Are there any data about the tendencies of the numbers and nationalities of the tourists in the region?*

Yes, there are figures but right now it is, I think 55 of 57 % of the bednights are domestic Danes (we measure tourism in Denmark in bednights) and the last is international but then mostly Germans, Norwegians, Swedish. If you take these four markets you have 96 % of tourism in our region. We have had an increase from 2013 up to now. Now you can see, in 2017, It is slowing down and we dont have the same growth in tourism as other regions in Denmark so we have an issue to improve the growth in NorthJutland. So the tendency is that we are not as competitive, we dont have the same growth in NorthJutland as in other parts of Denmark or in Northern Europe.

- *And what would you say what are the main reasons of this?*

There are a lot of reasons but we are looking at ourselves again. I think it is about that we dont have these centers with a lot of muscles and we have not been working enough together or marketing. It have not been connected and we havent done it together. I think there is also a tendency in tourism that the city tourism is growing and the coastal tourism is not growing. In some places it is growing but it is not the same growth you have seen in costal tourism. And it is also about investments and so. You see in other areas in the society that things are getting more urbanized or whatever you say so it is big cities where you see the development. And then we have been very dependent and we still are on Norway and Sweden and their currency is not really favourable in these years so we have a problem also there. A lot of Germans come as well and there has been a growth but we are in the end of the road so the growth is bigger in the southern parts of Jutland. We have an insight in our own region in tourism in NorthJutland, there are some weaknesses but also looking around at the market we have been unfortunate.

- *Does the region have a seasonality in tourism?*

Yes.

- *Is it in summer?*

Yes, it is, very much. Still. And you can go but it is also the coast. If you going down at the west coast of Denmark you will see that there is also a seasonality but the Germans are coming more in September, October. So our curve is very steep.

- *Do you have a marketing strategy?*

Yes. And we are working on a new one. It is a draft now and it is in Danish. It is a broad strategy so there will be some more specific marketing plans.

- *What is your opinion about the feasibility of planning and implementing a kind of criteria system or standard with an ecolabel or certification for sustainable tourism in destination scale?*

For a destination?

- *There are some in the market but in your opinion would it make sense or would have added value?*

: I don't think. As I said before, I think it is not that important when you communicating about destination. Because people who are travelling around in Northern Europe they take it for granted that we work with sustainability.

- *Is it the same if it is used not as a marketing but as a management tool?*

It could be And I think that is one of the problems, when you are working and looking into these sustainable systems or schemes and so, you always think is that good for my profile, for my image, as a marketing tool. But I think it is more important to use it in a process where you get more knowledge and you improve and you innovate in your company. So maybe you have a stamp or a label out here but it is this process which is important. You mentioned the ISO system and so. I think that is more important to work with this process. And then you can have the label but it is the process which is important.

Appendix E

Appendix E

Interview with Enrique Padron, the director of the Innovation and Development department in ASHOTEL, Tenerife.

- *What is the current state and perception of sustainable tourism in Tenerife?*

We, in Tenerife, have been working on a strategy for tourism in 2017 in general and we have some transversal lines or strategic lines for tourism. The tourism strategies from 2013 and 2017 are available on the Turismo Tenerife website. There are some actions on eco-innovation and sustainable tourism.

- *So, are these actions included in the general strategy for tourism?*

Yes, there is no separate strategy for sustainable tourism.

- *Is there any mentioning about destinations? How would you define the terminology destination and how would you relate it to sustainable tourism?*

We, the ASHOTEL association, are working on a commitment in this year. It is a letter of commitment for companies in the tourism industry, compromiso por la sostenibilidad. We want to create a tool to benchmark the state of sustainability between companies. From the association, we try to make incentive for the companies and engage them by proposing tools to be sustainable. For example, a guide of sustainability for hotels has been developed some years ago. It is a manual with recommendations on not just sustainability but on environmental management. It is a short document with recommendations on for example waste, water, energy savings and so on.

- *Does it a guide to launch an environmental management system?*

Yes, but this is the enterprises responsibility. We try not to define which level or which ecosystem they should improve in their company.

- *Connected to this topic, I saw that you have an innovation program called RedCIDE*

RedCIDE is an innovation center with a net of technicians from the Government of Canary Island. We assess small companies to help to apply to and get funds for innovations.

- *Do you have models for this assessment? Do you have the focus only on the financial part or do you consider also environmental and social aspects?*

We always try to understand the business model and analyse it before access any lines of actuation.

- *And do you have a common model or steps for this?*

We have a common model in RedCIDE, it is called Innovation Agenda. We analyse the business model with the company, small and big one, and we communicate it with them and build the new business model. That means that we identify weaknesses or strengths that they can improve in a company.

- *Do you analyse and categorize the companies based on their development levels?*

No. We try to identify if, for example, an enterprise is not working on energy savings and energy efficiency. Then we conduct them on that line. But we don't categorize the level. EMAS is always recommended, the European Ecomanagement System, because it is public and with EMAS the companies have to comply the legal environmental aspects. We distinguish between ecolabel and certified system. The ecolabel is a label that you pay for and obtain. And an environmental management system like EMAS works on the impacts, the environmental aspects that are have to be improved and furthermore, the legal aspects you have to comply with. That is why we always recommend ISO 14001 and EMAS. ASHOTEL have launched an entrepreneurship program called Intrateam, for hotels from 1st of March connected to circular economy and sustainable tourism. We are organising a conference on the 1st of March in the Innovation Factory in Tenerife. We also have a forum about circular economy and sustainable tourism for tourism companies. In the program, we have proposed 16 challenges to the companies and they have to set up internal teams to work on some of these challenges. They have to prepare an internal project with the help of a mentor, an expert that the program gives them. They have three months to work on this project. For example, recycling water inside your company. The companies can also present their own challenge. For example, a hotel in Puerto de la Cruz proposed their own challenge, they want to prepare a project to recycle water and to build an urban garden with the water recycled.

- *Do they have to present the solutions to each other?*

Yes, they have to present the solutions at the end of the program.

- *So, these can work as good practice examples.*

Yes. And we have to call the rest of the sector to watch the presentations. This will be on the 5th of June. We try to stimulate the companies to assume a challenge and they have to build a project with their own team and the team has to be interdisciplinary, so including the hotel director, the waiter, hostess so from all the departments of the hotel. So, we try to foster the eco-innovation inside the company.

- *Do you plan to do this program every year?*

We would like to, but it depends on the funds. All these programs have to be supported.

- *Can you see any tendency about the companies that are participating in this program? Are these companies the already more innovative ones or are there companies that want to start innovating by this program?*

What we can see now is that the first subscriptions that we have are from very innovative enterprises. We have a very innovative hotel company, Grupo Fedola, they have hotels with certifications on the Spanish energy efficiency system, they have the first hotel in Spain with the A energy label category. They are the first company who subscribed to the program. We have also Hotel Tigaiga, we have the CIO company of Baha del Duque who are really strong in CSR. They have really good reporting. From 2014, every year. From ASHOTEL, we helped and assessed them on the strategy.

- *How do you deal with the differences of the enterprises?*

I created a program a few years ago called no solo camas, not only bed. It is an improvement assessment that we conduct on the companies. We help them to find opportunities to differentiate from the others on several areas. I created a group with architects, designers, engineers, marketing experts and as a team we go to the company and we display the BM canvas. We help them to analyse the business model and to find opportunities to differentiate from other companies.

- *Do you use the triple-layered business model canvas?*

We use the business model canvas a lot and we create some innovations on the BM canvas too. For example, with the CIO company we used the BM canvas but we changed it. Instead of talking about guests we talk about stakeholders or instead of talking about monetary incomes we talk about social and environmental incomes or benefits. So, to define the CSR strategy for the CIO company we used this different

tool. We worked with them for example, on the environmental aspect asking: what is your value proposition, the values that you give to your stakeholders related to environment. And not your guests but your stakeholders. We define stakeholders in several levels. And they have to define their environmental value proposition that they give them. It helped us to understand how environmental management has to be interiorized in the company.

- *And you said that you have the team with also architects and designers. Do you have cases with eco-design solutions for example?*

Yes, we have examples. Based on the no solo camas program we launched a consultancy company. Now, no solo camas is a small consultancy company with three different departments. One is communication strategy, one is hospitality management and we from ASHOTEL coordinate the team and put the innovation part of the team. So basically, what we do is creating a new conception of the business model and positioning for the new business model we create. For example, if there is an old apartment or hotel we create a specialization. If they have clients with specific interests like biking or surfing, they have to position their product to them. We create a new brand for the hotel and with a new brand we create the rest of the spaces that the architects work with. We create a new BM that the company has to manage, and we also create the marketing strategy. A good example is the Route Active Hotel. The team went there, used the BM canvas, identified the opportunities and created the new brand and profile.

- *So, can we say that the main goal is not just creating a new brand but value expansion?*

Yes, of course, that is the objective. And we always integrate the environmental aspects in the new business model. It is the transformation of the companys brand and management, with the integration of environmental aspects to the new system. We create value.

- *How many companies have the consultancy worked with?*

We have worked with 5 companies. We are working with a hotel in Fuerteventura and we have been working with Paradise Park Hotel or Hacienda San Jorge in La Palma for example.

- *And are all the cases in the Canary Islands?*

Yes. The continent is sometime very far for this type of work.

- *You said you always recommend the implementation of environmental management systems. How much is it linked to the CSR?*

Environmental management has to be a part of CSR. If you ask me what do we

have to work on more intense, I would say it is CSR. That is even more important because of the social aspects and transparency aspects as well. Social aspects are very important because you have to work with your team and improve the quality of life of your team. So, it is more interesting to work with a wider point of view.

- *Even if you recommend environmental management systems, do you work with ecolabels? If yes, what ecolabels connected to sustainable tourism are used in Tenerife? Which ones are the most effective? Why these? What are the reasons of the usage of them?*

Here in Spain we have the Biosphere system. They have a strong implementation in Spain for example in Barcelona. Biosphere has a good program, because it is connected to the environmental system in the territory, in the place where the company is located. However, on the other hand, Biosphere implements the system in a company and also certifies that system. It is not transparent enough for us. With EMAS or ISO 14001 you have always a third party who certifies the system. And this is very important. In Tenerife, we have 23 hotels with EMAS. It is a good number.

- *What is the perception of ecolabels? Is it rather a tool used for marketing or management?*

There is always a marketing objective. It is normal. We are in tourism. The perception for us is that the label you have to implement in your company is not one that your guests may know. Because there are some labels that your guest doesn't know. So, you go to the hotel, you see the label on the door and you don't know what that is. If the hotels have well-known ecolabels like Biosphere, it is okay but otherwise it can be meaningless for the guests.

- *Do you think it is possible to use these certifications or ecolabels in a destination, at spatial level? Meaning that using ecolabels not just for hotels but for other actors, in collaboration, to have an effect on the destination as well?*

We think that you can have your hotel certified and this is not enough. Because you are on a place. We always say if the municipality does nothing about sustainability, it is more difficult for companies to be sustainable. There has to be a connection between company and municipality or the territory they are placed. We think that municipality has to lead the change or the improvement. A company can always be sustainable if they have EMAS but if the municipality would have the EMAS too, it would be even better. There are three important elements: the guests, the company and the municipality.

- *How are the relationships and interactions between the different actors? What issues, conflicts and/or collaboration forms exist in the practice?*

It is strongly connected to governance and to the tourism strategies of the 31 municipalities in Canary Islands. It is a complex issue and a key issue not just in the way we try to create the identity of the places but also in projects on tourism destinations. Political decisions and promotions have to consider the identity of the place. The identity of a destination has to be built first because of the environmental resources, because of the people, because of the values you have. It is like doing the business model canvas with a municipality or destination. You always have to detect the value proposition and with this building the DNA of the city or the destination. And it is the same with the environmental and the sustainability aspects. And then, with that values you have to build a product in the destination. These steps can not be left out before the promotion.

- *Is there any conflict connected to tourism?*

There are some seasons in Tenerife that are overwhelmed. We are suffering from the mobility for example now on the island. There are some infrastructures that are overburdened. We have buses, no train. So, the roads are very crowded now. We don't have problems with water or with energy because the systems are very well-dimensioned. We also have a good system for waste management. But the amount of waste is another thing. We have seasons with a huge amount of waste in the tourist cities but we have a good system that can be even improved further if it is necessary. But it is enough.

- *Where does the largest percentage of tourists come from?*

We have a lot of data. But basically, it is mainly UK, Germany and North Europe and Spain.

- *Which agencies or other relevant actors are the main operators in Tenerife who attract and send the most tourist and have significant influence on tourist flows?*

We have Turismo Tenerife, it is an association and governmental department. ASHOTEL is also part of Turismo Tenerife. It manages the promotion and marketing of the island. They have a strong department and there are tourism offices in Germany and in the UK.

- *How much focus do you have on creating collaborations? Which type of collaboration forms do you have? You said there are collaborations between hotels but are you working on the expansion of it, also with different actors?*

We have collaborations but we would like to have more of course. There are 300 hotels in ASHOTEL more or less. And we have collaboration with 40 from them in environmental aspect. It is normal. They are big companies, they have the decision centers in Barcelona, New York and they have a small center in Tenerife.

The decisions are taken in other cities. And of course, we also collaborate with other associations like Turismo Tenerife we have many clusters, collaborations.

- *So basically, do you think it is in a good level?*

Yes.

Appendix F

Appendix F

Awards vs. ecolabels

As a sidenote, it is also worth to mention that in some cases, there is a terminological confusion in the difference between ecolabels and awards. One of the main differences is that while ecolabels can be earned by every enterprise or organization that complies with the criteria, awards are given only some of the complying ones (Font and Buckley [9]). Some examples for awards connected to sustainable tourism:

- The European Union (EU) initiative EDEN (European Destinations of Excellence) that promotes sustainable tourism development models across the EU. The award is based on national competitions around an annual theme (like Cultural Tourism in 2017) and can be earned yearly. (European Committee of the Regions [96], European Commission [11])



- The European Cultural Tourism Network (ECTN) has also an annual award contest for tourist destinations in Europe focusing on culture: Destination of Sustainable Cultural Tourism. The aim of the awards is gaining visibility, sharing knowledge and promoting networks between destinations. The 2018 theme is: "Cultural Heritage as an Asset for Responsible and Sustainable Tourism". The award of this years is also connected to the European Year of Cultural Heritage

in 2018. (European Cultural Tourism Network [97], Network of European Regions for a Sustainable and Competitive Tourism [98])



- The focus of the WTM Responsible Tourism Awards was on the UN Sustainable Development Goals (UN SDGs), following the approach of the International Year of Sustainable Tourism for Development (2017). All participants had to work with the SDGs to earn one of the awards in the following categories: Best for- Accommodations, Carbon Reduction, Communication, Community Initiative, Poverty Reduction, Tour Operator. (WTM Responsible Tourism [99])



Awards can be earned for a given period of time. After this, the nomination is terminated and/or replaced by others. Ecolabels are also valid for a given term but these can be updated and re-validated. (Font and Buckley [9])

Appendix G

Appendix G

Fairtrade



The first fair trade ecolabels were developed in 1988 however the initiatives to support disadvantaged producers are rooted from the 1950s originating from bottom-up movements and partnerships. The global umbrella organization for fair trade, Fairtrade International has been formed in 1997 to globally coordinate fair trade strategies.

Using the definitions of the World Fair Trade Organization, Fairtrade International and FLOCERT, "Fair trade" and "fairtrade" are defined separately. Fair trade is the approach and process itself that's aim is to foster equity in international trade, between producers and consumers and balance markets. It is based on partnerships. Fairtrade is the brand that refers to the elements and activities of the organization, such as producer network, standards or associate members. (international [100])

Fairtrade has six standard categories: standards for small producer organizations, for highered labour, for contract production, trader standard, climate standard and textile standard. These standards address the production processes of specific products that can certified by the Fairtrade ecolabel. There are 17 product groups: cereals, cocoa, coffee, fibre crops, flowers and plants, fresh fruit, gold and associated precious metals, herbs and herbal teas and spices, honey, nuts, oilseeds and oleaginous fruit, prepared and preserved fruit and vegetables, sport balls, sugar, tea, timber and vegetables. (international [101]) Fairtrade also has lists for hazardous and prohibited materials.

Fairtrade focuses on the support of disadvantaged producers therefore there is geographical criteria for the eligible producers. The eligible countries are listed in the Fairtrade

Geographical Scope Policy of Producer Certification (international [102]). (Covered geographical areas: Africa and the Middle East, Asia and Pacific, Latin America and the Caribbean.) The policy is reviewed in every five year.

For example, the Climate Standard focuses on producers significantly affected by climate change. It is based on the Fairtrade climate change strategy that supports producers' adaptation to the changed environmental conditions and the reduction of their carbon emissions, increasing the resilience of local communities (adaptation) and sustainable resource use (mitigation). The structure of the standard divides the criteria into five main groups:

- General requirements
- Social and business development
- Labour conditions
- Environmental development
- Trade

The main interventions of the implementation process of the certification criteria are the engagement and support of stakeholders, the development of networks and partnerships, and the improvement of marketing and communication. (international [102])

The independent certifier for Fairtrade, FLOCERT conducts producer and as well as trader audits to ensure the appropriate use of the ecolabel. (Fairtrade International [103])

Added value by the ecolabel: Empowerment of disadvantaged producers by ensuring fair trade conditions and access to mainstream markets, poverty reduction, equity and transparency.

UTZ



UTZ has been launched in 2002 with the aim to ensure sustainable production of coffee in global scale and to promote sustainable farming practices. Since 2007, tea and cocoa products, and since 2015 hazelnuts also can be UTZ certified. In 2017, UTZ and the Rainforest Alliance have been merged, creating a single agriculture sustainability standard and by this, simplifying the certification process. The new standard, "Rainforest Alliance standard" and the formulation of the connected program are in process, they will be valid from the end of 2019. (Rainforest Alliance [104])

Just as Fairtrade, UTZ is also based on partnerships within producing communities, throughout supply chains and across sectors. (UTZ [105]) The core issue that UTZ focuses on is sustainable farming, with the involvement of other specific, complex issues such as child labor, sustainable productivity, farmer group strengthening, gender inequality, living wages, and climate change adaptation and water management. These topics also frame the Sector Partnerships Program of UTZ connected to the coffee, tea and cocoa production, focusing on nine countries in Africa, South America and South Asia. (UTZ [106]) Connected to these topics, there are guide documents to support the implementation of the related specific measures during the certification process. (UTZ [106])

The requirements are divided into two criteria set and Core Code of Conduct documents: Core Code of Conduct for group and multi-group, and for individual and multi-site certifications. These include specified requirements for the needs of large individual farms as well as groups of smaller farms. In both cases, continuous improvement is ensured by a year-to-year (covering four years) strategic guide structuring the requirements, also connected to the different product groups, managed by the internal management system. (UTZ [107], UTZ [108]) The main criteria groups are:

- Management
- Farming practices
- Social and living conditions
- Environment

In case of group of smaller farms, there are different types of internal management systems among the parties. Farmer-based groups are based on cooperative partnerships or associations that are managed by a responsible person and team. In this case, the group holds the certification. Trader-led groups are based on individual agreements with a core company that manages the group and holds the certification. The third type is the combination of the first two types. In case of cooperative/associative farmer groups linked to a company, the certification holder is the group, however there is a close connection to and support from the linked company. (UTZ [107])

Added value by the ecolabel: Sustainable farming, better opportunities for farmers and their families. Better farming methods and crops, improved working conditions, better care for children.

Appendix H

Appendix H

The categorized recommended or new criteria elements are from the analyzes of the revisions of the ISO 14001 standards and the GreenKey, the EU Flower for tourism accommodations and the NordicSwan for tourism accommodations ecolabels. (GreenKey [10], European Commission [14], Nordic Swan [12])

	Optimization	Transformation	System building
Management	EMS certification for the accommodation, Carbon footprint measurements	Procurement of fairtrade products, EMS certified suppliers	
Staff	Promotion and support of environmental friendly transportation for staff		
Guests	Corrective actions based on customer feedbacks		
Energy	Decreased energy consumption, Efficiency , isolations, audits	Purchasing eco-certified/renewable energy, Procurement of ecolabelled devices or from companies with EMS, On-site renewable energy generation for own use	On-site renewable energy generation also for local use, Contract with local biomass supplier
Water	Decreased consumption	Reuse of wastewater, Collection and use of rainwater	
Cleaning and washing	Reduced use of chemicals, Increased share of ecolabelled cleaning products, Alternative disinfection methods in pools	Working with partners that use less/any chemicals	
Waste	Higher limit values for organic waste, Reduction and optimization, Use of biodegradable plates, cups, cutlery, Reduced paper consumption , Use of reused or ecolabelled paper, Disposable items in guest rooms must be ecolabelled	Limit value for waste for partner businesses that have disposable items in the rooms, Agreements and partnerships with suppliers , other stakeholders to reduce waste and optimize management, Composting	
Food	Register and action plan, tap water, vegetarian menu, Procurement of seasonal foods	Purchasing policy (seasonal/less meat/ecolabelled/no GMO/organic/fairtrade/glutenfree/diabetic products), Stricter requirements connected to endangered species, Higher levels for the proportion of organic food and beverages, Connected ecolabels	Procurement of local products, Working with local suppliers
Building and surrounding area	Usage of environment friendly materials		Practices, materials, design that reflect local culture, Native species, Adaptive landscape design
Transport	Bike rental, promotion and use of electric cars		
CSR	Access with special needs	Donations, charity, Reuse of textiles and furniture, Suppliers to second-hand markets, Internal events and actions connected to sustainability	Local employment, Local community development, Support for local entrepreneurs, External event and actions connected to sustainability
	Sustainable resource use	Partnerships	Local networks
	Incremental changes	Supply chain and procurement	Local features and communities

FIGURE H.1: Categorized recommended or new criteria elements from the analyzed tourism accommodation ecolabel criteria-sets (GreenKey [10], European Commission [14], Nordic Swan [12])

Appendix I

Appendix I

This appendix consists the analyzes of the CSR action areas with the UNSDGs. The basic analyzes to correspond the goals with the different areas is made by the UNTWO (Figure [I.1](#)). The table with the quantified percentage rates (Figure [I.2](#)) is based on this resource. (United Nations World Tourism Organization [[19](#)])

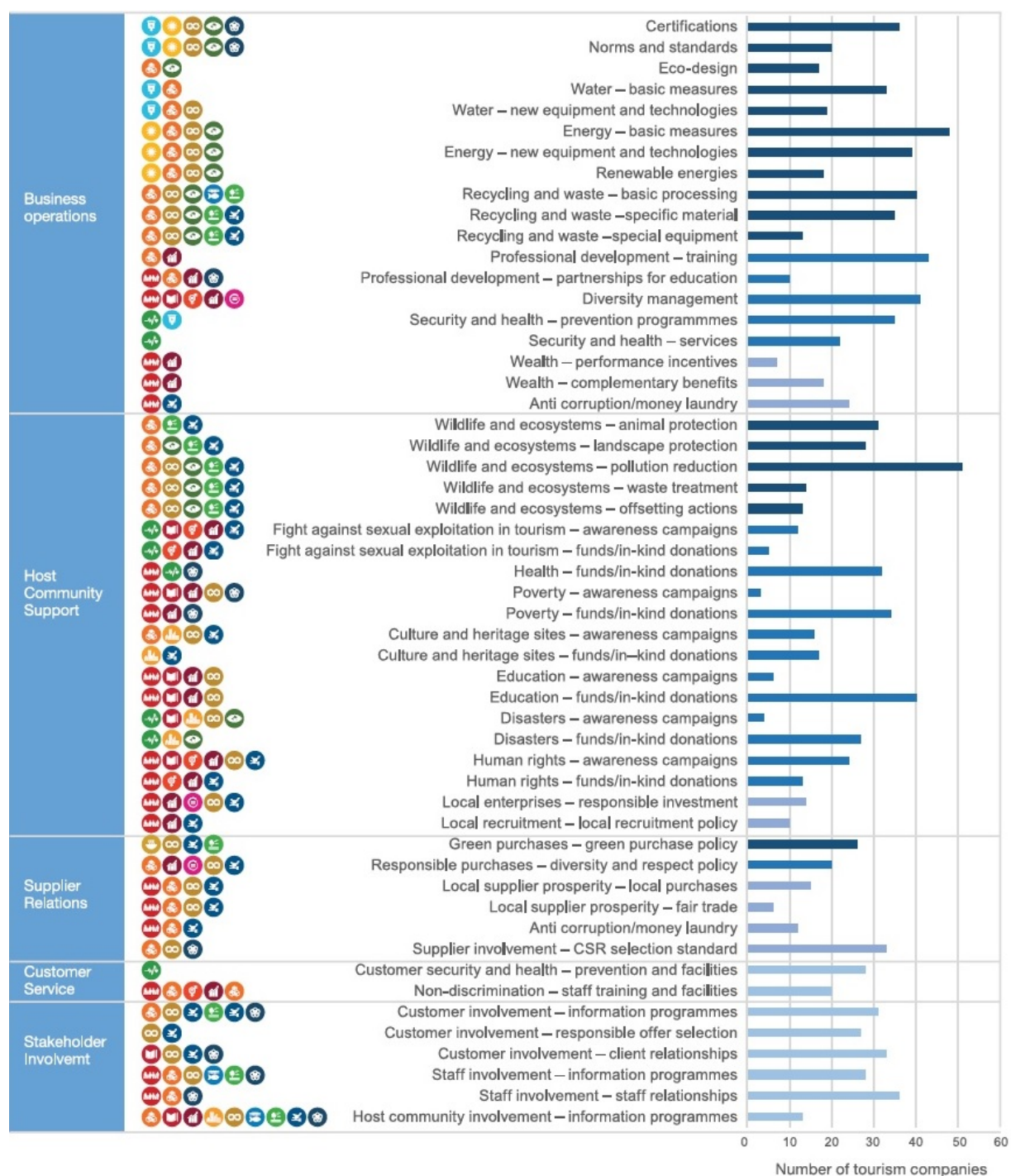


FIGURE I.1: Matching the SDGs with corporate social responsibility (CSR) actions, by area of engagement and type of impact (from United Nations World Tourism Organization [19])

UNSDGs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Business operations	2%			1%	1%	2%	2%	2%	5%	1%	1%	5%	5%	1%	1%	1%	1%
Host community support	4%		3%	3%	2%			5%	3%	1%	2%	5%	3%		2%	6%	1%
Supplier relations	1%	1%						1%	2%	1%		2%		1%	1%	2%	1%
Customer service	1%		1%		1%			1%	1%								5%
Stakeholder involvement	8%	1%	4%	5%	4%	2%	2%	10%	13%	3%	3%	14%	8%	2%	5%	11%	5%
																	100%

FIGURE I.2: Analysis of the rates of the contribution of the SDGs in the action areas of CSR (based on United Nations World Tourism Organization [19])

Appendix J

Appendix J

The summarizing table based on the data from United Nations World Tourism Organization [\[19\]](#), International Tourism Partnership [\[20\]](#), NH Hotel Group [\[25\]](#), IHG [\[22\]](#), Radisson Hotel Group [\[24\]](#).

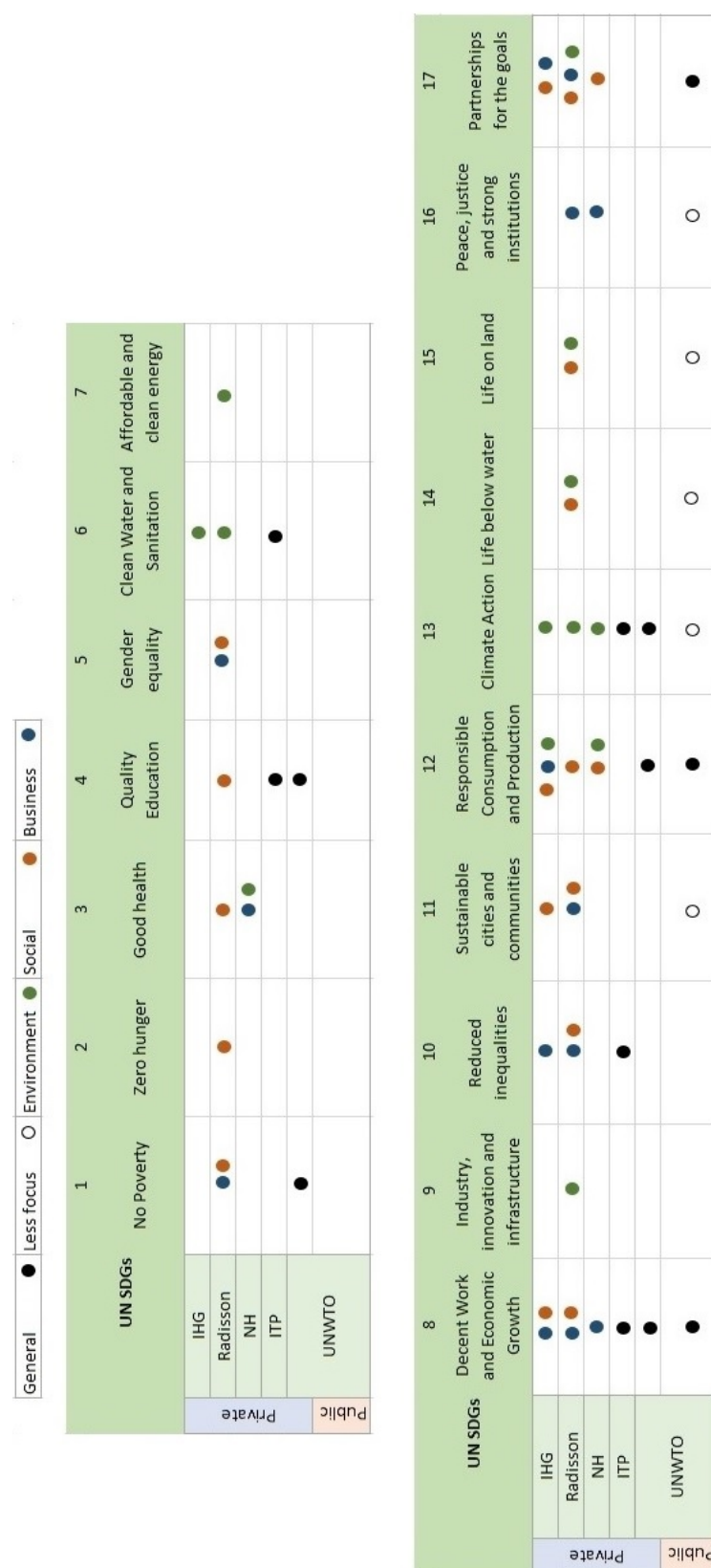


FIGURE J.1: Summarizing table for the applied UNSGDs based on the presented examples (United Nations World Tourism Organization [19], International Tourism Partnership [20], NH Hotel Group [25], IHG [22], Radisson Hotel Group [24])

Appendix K

Appendix K

The elements of the vertical axis are in the center, indicated with their connection of the horizontal axis. The core elements, that are the fundamentals of the top-down and bottom-up approaches, are presented by circular sections (strategies and directions, communication and knowledge sharing, monitoring and maintenance) that enclose the other elements (host community support, engagement of staff, tourists and citizens, partners and supply chain management). The horizontal axis is circularly laid out and the key concepts are indicated by the thick arrows. The innovation concept team directly connected to the communication and knowledge sharing cycle however, of course, it has linkages with the other elements as well. This is true to all the introduced concepts, therefore the locations of the arrows mainly indicate the direction of the expansion of the scales and less mere direct link points with the vertical axis elements.

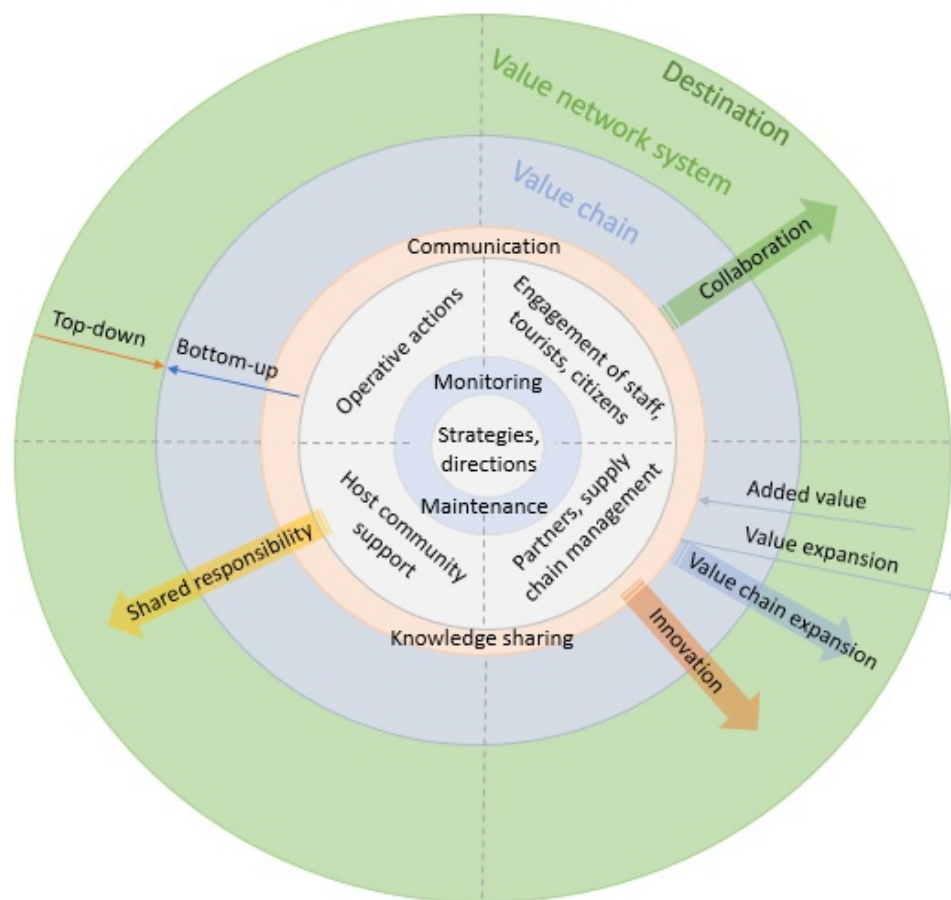


FIGURE K.1: The expanded sustainable development model for tourism with the vertical and horizontal elements, placed in the destination context

Appendix L

Appendix L

The detailed structure of the expanded model with the inclusion of recommended requirements from the analyzed ecolable schemes. (Network for Business Sustainability [2], Kernel [1], GreenKey [10], European Commission [14], Nordic Swan [12], International Organization for Standardization [18])

	ENTERPRISE	VALUE CHAIN	DESTINATION
Operative actions	Concrete water, energy, renewables, waste (...) related measures		
	Decreasing consumptions, Increasing efficiency, Procurement of seasonal food, Promotion of tap water, Register and action plan for food waste reduction, Vegetarian menu	Procurement of/on-site renewable energy for own use, Reuse of waste water, collection and reuse of rainwater, Composting, Organic food	On-site renewable energy generation also for local use, contracts with local biomass suppliers, Practices, materials, design that reflect local features
Engagement of staff, guests, tourists, citizens ("Upstream")	Trainings	Partnerships for education	Expanded partnerships and collaborations for education
	Focus on internal cooperations - Staff and customer involvement (eg. Promotion and support of environmental friendly transportation for staff or Corrective actions based on customer feedback)	Focus on also external partnerships	Host community involvement and development, Local employment, Support for local entrepreneurs
	Mainly within the boundaries of the enterprise	Wider networks, long-term interdependencies	Collaboration networks in the destination
	Enterprise dialogue	Collaboration dialogue	Leading institutional dialogue
Partners, Supply chain management ("Downstream")	Green demands towards suppliers	Extended green supply chains, long-term partnerships, Agreements on sustainability related issues (eg. Waste reduction)	Green supply chain networks, leading and mobilizing change
	Cooperations for sustainability	Green purchasing policy, service contracts, long-term agreements, procurement of fairtrade and ecolabelled products	Public-private ecosystem, Common directions, Collaborations
	Procurement of ecolabelled products	CSR selection standard, Preference of local suppliers, Suppliers to second-hand markets	Procurement of local products, Working with local partners, Complex local network
Common strategy and operational directions	Formal documents and commitments mainly focusing to within the boundaries of the enterprise, EMS for the enterprise	Formal documents and commitments formed and followed by the enterprise and its partners. Partners and suppliers with EMS	Formal documents and commitments that entire stakeholder network comply with in the destination.
	Direction from top management, Integrated management systems	Direction from top management collaborating with partners	Direction from local/regional management collaborating with actors.
	Changes in business attitude	Revised BM	Equal consideration of the SP
	Life-cycle perspective	Ecodesign, Life-cycle perspective along the entire supply and value chain	Sustainable destination
	Optimization, low-hanging-fruits, incremental changes (water, energy, renewables, waste...)	Transformation, adaptation to local features, Industrial symbiosis	Destination metabolism, Strategic planning. Sustainable destination management
Communication, knowledge management, Innovation	Internal innovation	Innovation in networks	Open innovation
	Focused internal and external communication	Broader internal and external communication, Improved communication strategy with stakeholders	Comprehensive communication reaching destination scale
	Trainings, requitment, mentoring, expertise, countinuous improvement		
		Unlearning outdated knowledge	
Monitoring, maintenance		Scanning unfamiliar fields	
	Monitoring product, service and process performances and impacts in the enterprise. Carbon footprint measurements	Monitoring product, service and process performances and impacts in the supply chain	Monitoring product, service and process performances and impacts through the value network of the destination
	Reward systems, incentives		
Host community support	Transparent, integrated sustainability audit and reporting (hotel)	Transparent, integrated sustainability audit and reporting (supply chain and partners)	Transparent, integrated sustainability audit and reporting (destination)
	Wildlife, biodiversity and ecosystems		
	Donations, funds, awareness campaigns		
	Well-being		

FIGURE L.1: The detailed version of the expanded model indicating the criteria (red) analyzed in Chapter 2

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