SUSTAINABLE TOURISM IMPLEMENTATION FOR SMALL ACCOMMODATION ESTABLISHMENTS IN SOUTH AFRICA

by

NICOLETTE GLEN

submitted in accordance with the requirements
for the specified degree, of

DOCTOR OF PHILOSOPHY

in the subject

ENVIRONMENTAL MANAGEMENT

at the

UNIVERSITY OF SOUTH AFRICA

SUPERVISOR: PROF KEVIN MEARNS
FEBRUARY 2017

Abstract

Tourism is viewed as an important industry to help local economies overcome poverty and low rates of employment. The economic benefits of a growing tourism industry cannot be disputed in a South Africa where unemployment levels remain above international averages. However, whether South Africa is successfully exploiting opportunities to grow the industry sustainably remains questionable. Many attempts have been made to help the industry implement sustainable tourism practices, especially amongst accommodation establishments. However, policies formulated, initiatives designed and current industry norms and standards make very little distinction between various sizes and categories of establishments. As a result, smaller establishments are lumped together with larger establishments and solutions developed do not address the unique needs of this sector. This study introduces the concept of a smaller accommodation establishment (SAE). While the adoption of sustainable tourism practices within tourism remains unsatisfactory, this study focuses on illustrating the importance of the SAE sector specifically within the tourism sector. It proposes that SAEs are defined and categorised in a format that will allow for greater comparisons in performance – both in relation to each other and in relation to their larger counterparts. This will also allow for the collection of more meaningful data towards establishing baselines and benchmarks.

Through a detailed literature review, this study investigates reasons why the adoption of sustainable tourism practices has been lower than desired by SAEs. The research first and foremost focuses on how to define sustainable tourism and responsible tourism and how to define an SAE so as to create a context for the remainder of the research. The literature review used the Porter's Five Forces model to analyse the relative sustainability of the sector, and proposed the main barriers to implementation of sustainable tourism practices amongst SAEs. It then set out to answer the question: "What framework and mechanisms could be used to help SAEs overcome the barriers to implementing sustainable tourism, thus enabling sustainable growth and development of SAEs as a sub-sector of the tourism industry?"

In answering the above question, the study used the Delphi method of reaching consensus to test the views industry experts in relation to the definition and categorisation of SAEs, the size of the sector, the relative importance of the sector in the overall South African economy as well as the potential barriers to SAEs implementing sustainable tourism practices. The study then tested these findings through a broad industry survey that collected qualitative and quantitative data from SAE owners and managers across South Africa. The findings of the broad industry survey confirmed the findings of the literature review and industry expert questionnaires. It added additional data that provided perspectives on the uptake of sustainable tourism practices amongst SAEs and helped to set some baselines for the SAE sector. It also added additional dimensions to be considered in the development of the framework. Finally, the research utilised focus groups and individual interviews with SAE owners and managers to determine the validity of the findings from the previous sections.

From the inputs of the literature review and the three data collection phases, this research develops a comprehensive framework for the implementation of sustainable tourism practices amongst SAEs. The framework is a flexible, adaptable and scalable tool that assists in communicating a specific approach that could be utilised by many role players in the SAE sustainable tourism implementation arena, including the SAE owners, public sector entities, private sector business, industry professionals and community members. The essence of the proposed framework is to support the implementation of sustainable tourism practise amongst SAEs, thus enhancing the overall sustainability of the smaller accommodation sector while also addressing the sustainability of the cluster. The framework includes recommendations on how SAEs should be defined and categorised, as well as how sustainable tourism should be defined.

The use of the proposed framework helps to draw the attention of sustainability efforts to clusters of SAEs rather than individual businesses and adds to local competitiveness through engaging the supply chains of accommodation establishments. Combining mechanisms such as incentives and change processes, route development and policy formulation guides the framework to provide collaborative holistic approaches to overcoming the barriers of sustainable tourism practices. The framework also recommends holistic indicators of success that do not only represent the performance of individual businesses, but also of business clusters, the tourism sector and the impacted communities. Within clusters, greater cohesion amongst role players will provide greater negotiation power in various aspects such as cost reduction and more favourable policy formulation processes which involves a greater base of role players. Through the adoption of guiding questions within the framework, each of the role players is able to take responsibility their actions and decisions.

Acknowledgements

I would like to thank a number of individuals who contributed in one way or the other towards the preparation and completion of this thesis.

Firstly, thank you to Caroline Ungersbock, the co-founder of the Sustainable Tourism Partnership Programme (STTP). Caroline encouraged me to take the first steps towards doing this research.

Secondly, thank you to my supervisor, Professor Kevin Mearns. Prof Mearns guided and encouraged me unreservedly, and provided me with many opportunities to share ideas and test concepts. His in-depth understanding of the topic and the many challenges that the tourism industry faces were invaluable in providing me with direction and focus.

Thirdly, I would like to thank Gordon Brown from Alive2Green, who gave me the opportunity to run parallel research for the Responsible and Sustainable Tourism Handbooks of Southern & East Africa. This process provided many avenues to do research for this study and to gain insights into the tourism industry and its sustainability.

Fourthly, I would like to thank Laura Schenk, who dedicated herself to assisting me with critical editing of this work.

Lastly, I would like to thank all my friends, colleagues and business associates for encouraging me, supporting me, and helping me with data and information where they could. Most of all, I would like to thank my husband, Stuart Glen for his patience, assistance and encouragement in making the completion of this thesis a reality.

Declaration

I, Nicolette Glen, herewith declare that this research, titled "Sustainable tourism implementation for small accommodation establishments in South Africa", was conducted within South Africa and was supervised by Professor Kevin Mearns of the University of South Africa (UNISA). I further declare that the content of this thesis, including definition, design and execution, is my own work and has not previously been submitted in part or as a whole to any other university or academic institution or examination towards any qualification. All reference material contained in this thesis has been duly acknowledged and cited.

_______________________	4 February 2017
Signature	Date

Dedication

This thesis is dedicated to my husband Stuart Glen and my two beautiful children, Julia and Robbie, who so patiently supported me throughout.

Table of contents

List of figures

List of tables

Glossary of abbreviations / acronyms

Acronym / abbreviation	Definition
AA	Automobile Association of Southern Africa
ABTA	Association of British Travel Agents
Asgi-SA	Accelerated and Shared Growth-South Africa
B&B Network	Bed and Breakfast Network
BABASA	Bed & Breakfast Association of South Africa
BBAPT	Bed and Breakfast Association of Pretoria and Tshwane
BIS	Broad Industry Survey
CACCT	Cape Chamber of Commerce and Tourism
CREST	Centre for Responsible Travel
DEAT	Department of Environmental Affairs and Tourism (subsequently split into Department of Environmental Affairs and the National Department of Tourism)
DSTV	Digital Satellite Television
FEDHASA	Federated Hospitality Association of South Africa
FTT	Fair Trade Tourism
GDP	Gross Domestic Product
GER	Green Economy Report
GHASA	Guest House Association of South Africa
GSTC	Global Sustainable Tourism Council

Acronym / abbreviation	Definition
IT	Inclusive Tourism
IT GUIDE	*Destination: mutual benefit — a guide to inclusive business in tourism* (Tewes-Gradl, van Gaalen, & Pirzer, 2014)
ITC	International Trade Centre
IUCN	International Union for Conservation of Nature
JIGA	Johannesburg International Guesthouse Association
KAA	Knysna Accommodation Association
KWABABA	KwaZulu-Natal Bed and Breakfast Association
LAE	Larger Accommodation Establishment
LTA	Local Tourism Association
LTO	Local Tourism Organisation
MAE	Medium Accommodation Establishment
NAA-SA	National Accommodation Association of South Africa
NATSITIS	National Aboriginal and Torres Strait Islander Tourism Industry Strategy (Australia)
NDT	National Department of Tourism (South Africa)
NMSRT	National Minimum Standard for Responsible Tourism
NTSS	National Tourism Sector Strategy
PAYE	Pay As You Earn tax
PESTLE	Political, Economic, Social, Technological, Legal and Environmental factors influencing the competitiveness of a business
Proudly SA	Proudly South African

Acronym / abbreviation	Definition
RA	Rainforest Alliance
RASA	Restaurant Association of South Africa
RTI	Responsible Tourism Institute
RTD	Responsible Tourism in Destinations
RTO	Regional Tourism Organisation
SADC	Southern African Development Community
SAE	Smaller Accommodation Establishment
SAMPRA	South African Music Performance Rights Association
SAMRO	Southern African Music Rights Organisation
SANAS	South African National Accreditation Standards
SANParks	South African National Parks
SARS	South African Revenue Services
SATSA	Southern African Tourism Services Association
SAYTC	South African Youth Travel Confederation
SBN	Sustainability Business Network
SMME	Small, Medium and Micro Enterprise
Stats SA	Statistics South Africa
STPP	Sustainable Tourism Partnership Programme
STSC	Sustainable Tourism Stewardship Council

Acronym / abbreviation	Definition
TBCSA	Tourism Business Council of South Africa
TEP	Tourism Enterprise Partnership
TGCSA	Tourism Grading Council of South Africa
TOMSA	Tourism Marketing South Africa
TV licenses	Television licences issued by the South African Broadcasting Commission
UNEP	United Nations Environmental Programme
UNF	United Nations Foundation
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organisation
VAT	Value Added Tax
WEF	World Economic Forum
WTO	World Tourism Organisation (now called the United Nations World Tourism Organisation)

Chapter 1. Background, research question, research aim and research objectives

"New Age values are conscious evolution, a non-sectarian society, a non-military culture, global sharing, healing the environment, sustainable economies, self-determination, social justice, economic empowerment of the poor, love, compassion in action, going beyond religious fundamentalism, going beyond nationalism-extreme nationalism, culture." Deepak Chopra

1.1 Background

According to a press release issued by the United Nations World Tourism Organisation (UNWTO), for the first time more than a billion people travelled across the globe in 2012 (UNWTO, 2012). Tourism contributes one in every twelve jobs globally (UNWTO, 2012), and makes up 30% of the world's service exports (World Travel and Tourism Council, 2012). Tourism contributed more to the GDP than the automotive sector; it is 30% larger than the global chemicals sector and 75% larger than the global education, communications and mining sectors. According to Mitchell and Ashley (2010), "the continent of Africa's share of global tourism (some 50.5 million arrivals in 2006 or 6 per cent of global arrivals of 851 million) is much larger than its average share of world trade" (p.7). Tourism's contribution to job creation is an estimated 50 jobs created for every 1 million US Dollars in spending across twenty countries used in research conducted by the World Travel and Tourism Council (World Travel and Tourism Council, 2012).

> Tourism affects various fields of governmental interest such as environmental protection, nature conservation, mobility, national cultural, and heritage preservation. The governance of these fields and many others – such as spatial planning, transport and mobility, fiscal policy, labour policy, education and culture, urban policies, health, and food safety – affects the development of tourism and its impacts. Tourism is an important economic sector not only for destinations, but also for countries and national governments, as it provides jobs, tax revenue, and supports a wide diversity of other economic and industrial sectors. (Dinica, 2006, p. 246)

Tourism is a labour intensive industry and contributes more to the number of jobs per unit of increase in GDP than, for example, agriculture and other non-agricultural industries in South Africa (Mitchell & Ashley, 2010). This means that if tourism GDP grows by 1%, it creates more jobs than other industries would if they grew by 1%.

It is therefore clear that the importance of tourism in the world economy (which includes the South African economy), cannot be understated. Through tourism, the informal sector can contribute substantially to economic growth in underdeveloped countries because of job creation possibilities as well as relatively low barriers of entry into the sector. The tourism industry has been linked to the promotion of peace, for example through creating a greater understanding of and respect for local cultures (Kelliher, Foley & Frampton, 2009) and identified as a vehicle to address gender inequalities in the work place (Ampumuza, et al., 2008).

In South Africa, the 1996 White Paper on *The Development and Promotion of Tourism in South Africa* highlights tourism as a relatively small contributor to the economy, estimating a contribution of between 2% of GDP in 1994 and 4% of GDP in 1995, creating about 480,000 direct and indirect jobs. Tourism has been recognised as an important contributor to foreign exchange earnings. The White Paper states, however, that “The potential for South Africa to increase both arrivals and expenditures from all three markets – overseas, regional and domestic – is substantial, considering that the majority of the previously neglected groups in society have not travelled and that the neighbouring African markets have good potential for further development” (Department of Environmental Affairs and Tourism (DEAT), 1996, p. 8). The National Tourism Sector Strategy (NTSS), released in 2011 (NDT, 2011), sets ambitious goals for the growth of tourism up to 2020 in South Africa. These include increasing the number of foreign tourist arrivals to 15 million in 2020 from 7 million in 2009, increasing tourism GDP from an estimated R189,4 billion in 2009 to R499 billion by 2020 and creating an additional 225,000 jobs by 2020. Stats SA’s report on the Tourism Sector (Stats SA, 2014a) showed that there were approximately 9,2 million foreign visitors to South Africa in 2012, well on target to achieve the growth targeted for 2020.

According to Stats SA (2015a, n.p.), “The volume of tourists increased by 0,1% between 2013 and 2014; 3,6% between 2012 and 2013; and 10,2% between 2011 and 2012”. Many policies have been formulated to drive tourism growth and development and to take advantage of the opportunities that this sector creates internationally. As an example, the aim of the Accelerated and Shared Growth-South Africa (Asgi-SA) (Mlambo-Ngcuka, 2006) was that of implementing policies and supporting projects that would accelerate poverty alleviation across South Africa. The policy identified two key sectors to focus on: business process outsourcing and tourism. For the tourism industry, it was envisaged that the growth rate would be increased from 8% to 12% and create an additional 400,000 jobs by 2014. While this seems ambitious, the aim was to achieve these targets through (amongst other actions) stronger collaboration between the private and public sectors, more emphasis on skills development and greater focus on SMME development. By definition, this includes focus on smaller accommodation establishments (SAEs). The South African Statistics satellite accounts (Stats SA, 2013) stated that there were approximately 623,300 people directly employed by the tourism industry at the time that the data was published. It stated that 159,000 people were employed in the accommodation sector. However, there is no data provided on the distribution of employment amongst different sizes and types of accommodation establishments within the accommodation sector.

A key question that arises from these ambitious targets is whether tourism growth equates to tourism sustainability. While the economic benefits of a growing tourism industry cannot be disputed in a country where unemployment levels remain above international averages (i.e. more than 25% (World Bank, 2014)), whether South Africa is successfully exploiting opportunities to grow the industry sustainably remains questionable. Spenceley (2013) showed that, for Southern Africa, the trend of inadequate motivation, awareness and capacity to implement meaningful sustainable tourism programmes continues. She stated that the creation of an enabling environment for sustainable tourism, improving capacity of product owners/managers and increasing supply of – and demand for – sustainable tourism products and solutions remain key challenges to sustainable tourism implementation.

One of the key driving forces for sustainable tourism implementation in South Africa since 2002 has been the certification of accommodation establishments and other tourism businesses by certification bodies. Certification and eco-labelling for tourism, hospitality and ecotourism has been in development since the 1980s (Font, 2002) and since the mid-1990s there has been an increase worldwide in the number of organisations concerned with the creation of sustainable tourism destinations and businesses. According to Spenceley and Bien (2013), there has been an increase in the number of eco-tourism standards and accompanying labels, some of which are legitimate and provide good accreditation standards, while others may be misleading in their claims. The United Nations World Tourism Organisation (UNWTO) made a recommendation at the United Nations seventh session of the Commission on Sustainable Development (UN-CSD7), which was concluded in 1999, that the effectiveness of these types of labels in tourism be scrutinised (UN, 1999). Toward the end of the 1990s, as many as a 100 eco-labels and certification bodies already existed. At that time, the United Nations Environmental Programme (UNEP) identified the need to standardise eco-labels and started engaging with governments and interested organisations to collectively formulate a strategy which would address the challenges faced by the tourism industry as it pertains to climate change and sustainable development (UNEP, 2008). According to Spenceley and Bien (2013), the Mohonk Agreement, ratified in 2000, was "an effort to bring coherence and good practice to these programmes" (p.404). In addition, the "publication of indicators for sustainable tourism destinations by the WTO" (Spenceley & Bien, 2013, p.405) in 2004 ultimately led to the establishment of the Global Sustainable Tourism Council (GSTC) – previously known as the Sustainable Tourism Stewardship Council (STSC)[1]. The STSC (now GSTC) was working towards creating a global standard of accreditation, the aim of which was to bring all certification bodies worldwide under one umbrella and to establish a streamlined certification system. The development of this system commenced with the Global Baseline Criteria for Sustainable Tourism and standardisation of criteria in collaboration with the United Nations Foundation (UNF), the United Nations Environmental Programme (UNEP), the United Nations World Tourism Organisation (UNWTO), the Rainforest Alliance (RA) and the International Union for Conservation of Nature (IUCN). In 2007, 27 tourism stakeholders worldwide formed a coalition known

[1] The STSC was merged with the Partnership for Global Sustainable Tourism Criteria to create the Global Sustainable Tourism Council in August 2010. Refer to https://www.gstcouncil.org/en/about/gstc-overview/our-history.html

as the Partnership for Global Sustainable Tourism Criteria (GSTC). Together they developed the criteria for sustainable tourism (GSTC, 2007) and currently, two sets of criteria exist: one for Hotels and Tour Operators and one for Destinations (GSTC, n.d.). GSTC identified 42 indicators aimed at illustrating a tourism business's benefit to local communities, minimising harmful effects on cultural heritage, reducing negative impact on local environments and planning for sustainability (GSTC, 2013).

In South Africa, the need to develop tourism in a sustainable manner had already been highlighted in 1996 (DEAT, 1996). South Africa was the first country in the world to adopt a responsible tourism[1] policy at national level (International Centre for Responsible Tourism (ICRT), 2009). In August 2002, the Cape Town Conference on Responsible Tourism in Destinations was commissioned by the Responsible Tourism Partnership (RTP) and Western Cape Tourism as a preamble to the World Summit on Sustainable Development, held in Johannesburg in the same year (Goodwin, 2012). The Cape Town Conference, which was attended by representatives of 20 countries across the globe, saw the commitment of the South African Government and other prominent local tourism organisations to the Cape Town Declaration (International Conference on Responsible Tourism in Destinations, 2002), a document widely referred to by responsible tourism initiatives in South Africa. The period between 2002 and 2009 saw various responsible tourism certification providers appear in the South African market. Each certification provider had developed its own set of standards that incorporate various sustainability standards and/or principles. Amongst these are Fair Trade in Tourism (FTT)[2], Heritage Environmental Management Company (Heritage)[3] and the Green Leaf Environmental Standard (GLES)[4]. The South African Department of Environmental Affairs and Tourism (DEAT), in collaboration with international partners, issued the Responsible Tourism Manual for South Africa in July 2002 (Spenceley *et al*., 2002). This document sets out comprehensive planning and implementation guidelines for tourism businesses, of which accommodation establishments are one type. In 2010, the South African National Department of Tourism (NDT) commissioned the development of a national minimum standard for responsible tourism, specifically applicable to accommodation establishments. In March 2011, the South African Bureau of Standards officially adopted SANS 1162:2011 (SABS, 2011), also known as the National Minimum Standard for Responsible Tourism (NMSRT). The NMSRT consists of 42 criteria for compliance in four categories known as the four pillars of responsible tourism i.e. cultural and social criteria, environmental criteria, economic criteria and management and operations criteria. The NMSRT's 42 criteria are modelled

[1] South Africa's National Department of Tourism opted to work with the term "responsible tourism", which is now being used interchangeably with "sustainable tourism". A detailed discussion on the differences follows in Chapter 2.

[2] Fair Trade Tourism was previously known as Fair Trade Tourism South Africa (FTTSA). FTT Standards adopts Fair Trade Principles (http://www.fairtrade.net/what-is-fairtrade.html) and has attained the Global Sustainable Tourism Council's 'recognised' certification status (https://www.gstcouncil.org/en/about/news/711-fair-trade-in-tourism-south-africa-fttsaachieves-recognized-global-sustainable-tourism-council-status.html)

[3] Heritage follows ISO 14001; 17001 and others (http://www.heritagesa.co.za/#!heritage-standard/c1hr6and).

[4] "The requirements of the GLES were established by a Technical Committee of sustainability experts in industry and academia." (http://www.greenleafecostandard.net/the-standard.html)

very closely on the GSTC's 42 criteria (Van der Watt, 2015). The NDT followed the adoption of SANS1162:2011 with a South African Bureau of Standards (SABS) pilot project, aimed at standardising assessments against SANS 1162:2011 certification. Once this pilot is completed, companies that offer responsible tourism certification (such as FTT, Heritage and GLES) will have the opportunity to voluntarily apply for an accreditation by the South African National Accreditation System (SANAS) (Langalibalele, 2015). Through the SANAS process, and building on the Cape Town Declaration, the four pillars of responsible tourism[1] have been translated into sustainable practices amongst industry stakeholders including policy formulation, management of water and energy consumption, waste management, local, seasonal and environmentally friendly procurement, cultural sensitivity, transparent management practices, fair and equitable employment practices and disclosure of information. Once accredited, it is envisaged that responsible tourism certification programmes will have the option to continue offering their own certification as well as SANAS accredited certification to accommodation establishments. Any establishment aspiring to comply with the highest standards in responsible tourism in South Africa would therefore need to obtain an independent verification of compliance by a certification system accredited by SANAS. Through the implementation of the NMSRT and the SANAS process, South Africa is a world leader in standardising the requirements of responsible tourism at a national policy level (NDT, 2011) and only the second country after Brazil to have developed a responsible tourism standard at national government level (K. Bergs [Managing Director of FTT], personal communication, February 26, 2015).

An analysis of the market showed that from 2009[2], 500 accommodation establishments in South Africa had been certified collectively by FTT, Heritage and GLES by mid-2012. Of these, more than 80% were relatively large hotels[3] and most establishments were part of a large group of hotels, for example 22 of the 31 GLES certified properties (August 2015) were part of large hotel groups. By 2015, this number had declined to less than 100 certified establishments[1]. As a comparison, the Tourism Grading Council of South Africa (TGCSA) lists approximately 5,000 graded establishments (TGCSA, 2015b.). A reduction in the number of certified establishments as well as a clear focus on larger establishments cannot be contested in the South African context. The following paragraphs also show that some of the international certification bodies are not yet showing convincing progress in certification of accommodation establishments.

[1] (1) Environmental criteria, (2) Social and cultural criteria, (3) Economic criteria and (4) Management and operational criteria

[2] This information was obtained from each of the individual websites at the time and the exercise was repeated annually.

[3] At this point, there is no single set of criteria that distinguishes a large hotel from an SAE. The definition of smaller accommodation establishments (SAEs) that will be adopted for this research is an accommodation establishment with 20 rooms or less. Therefore a larger hotel is an establishment with more than 20 rooms that also meets the criteria of the TGCSA definition of a hotel i.e. "A hotel provides formal accommodation with full or limited service to the traveling public. A hotel has a reception area and offers a dining facility. A hotel must have a minimum of 4 rooms" http://tourismgrading.co.za/get-graded/whats-in-it-for-me/grading-criteria-3/

Travelife certification is an international certification system that was established in 2007. The Travelife certification system for accommodation establishments, including hotels, is managed by the Association of British Travel Agents (ABTA) in the UK. According to ABTA, Travelife certification is important because “tour operators know that hotels who take action to protect the environment, buy goods from nearby businesses, employ local people, and work closely with the local community to create positive benefits, such as reduced costs, happy staff and satisfied customers” (ABTA, 2015). ABTA states that “operating your business in a socially and environmentally friendly manner makes good business sense” and that “both consumer and business demand for sustainable products is growing and the public wants to know how you manage your business”. A search of the Travelife Collection[1] in 2015 yielded 364 certified establishments (Travelife, 2015).

The GSTC runs an initiative through which certification programmes and their standards are either ‘recognised’ or ‘approved’ depending on the level of compliance to the GSTC recognised standards, processes and procures. In August 2015, three certification providers were listed on the GSTC website under the “GSTC Approved” section, each of which listed the rationale for their work and approach:

- **Biosphere Responsible Tourism** refers to the Responsible Tourism Institute’s (RTI) system in that “the RTI has created the Responsible Tourism System (STR). This system develops a series of certifications to ensure compliance with certain requirements concerning the principles of sustainability and the continuous improvement in line with these principles”. (Biosphere Tourism, 2015, n.p.)

- **EarthCheck Company Standard** specifies that their “clients range from leading destinations and multi-national companies to local governments and small business owners. They come from all corners of the world. What they have in common is a passion for making a difference”. (EarthCheck, 2015)

- **Ecotourism Australia** “assures travellers that certified products are backed by a strong, well-managed commitment to sustainable practices and provides high quality nature-based tourism experiences”. (Ecotourism Australia, 2016)

Only Ecotourism Australia lists the certified establishments on its website i.e. eco-lodges. While Ecotourism Australia has been in existence since 2010, it only had 19 eco-lodges listed by March 2016 (Ecotourism Australia, 2016). In line with the findings from the South African certification situation, EarthCheck lists their clients (not individual properties) – the majority of which seem to be large hotels and hotel groups in the case of accommodation clients. A search was therefore undertaken on booking engines (online travel agents). The Green Hotel World, an online booking engine for certified establishments (or green hotels), lists 8,000 properties from the top 50 most active certification labels

[1] http://www.travelifecollection.com

worldwide (the website mentions that there are more than 140 labels) (Green Hotel Group, 2016). This translates into an average of 160 certified hotels per label. Of the three labels mentioned on the GSTC website, only Biosphere Responsible Tourism was listed by Green Hotel World. Beachmeter (n.d.) provides a collection of international online booking engines for tourists who “prefer to stay at a hotel that cares about its employees, the community it operates in, and the natural surroundings”. Brief results of the investigation of some of the search engines listed is provided below:

- **Eco Hotels of the World** lists 2,730 properties from across the world (Eco Hotels of the World, n.d.). According to Beachmeter (n.d., n.p), it represents

  > a worldwide database of eco-hotels that are given a score from 1-5 Eco-Stars. The stars are given based on a rating form submitted by the hotel. The focus is mainly on environmental sustainability. Each hotel has green ratings and practices on five different criteria: energy, water, disposal, eco-active, and protection.

  Not all these properties were certified.

- **Environmentally Friendly Hotels** lists 2,394 properties (Environmentally Friendly Hotels, n.d.a). These did not all appear to be certified, but were rather recognised for complying with a list of attributes (Environmentally Friendly Hotels, n.d.b).

- **Book Different** provides a booking database “which shows the carbon footprint of hotels and indicates whether they are certified by one of the major sustainability certification schemes”. The main database consists of more than 880,550 hotels worldwide. Of these, a spot check for availability in 10 random destinations showed the results shown in Table 1.1. Further investigation showed that Book Different lists properties from approximately 20 eco-labels, including Fair Trade Tourism, EarthCheck, Travelife, Eco-Tourism Australia and Biosphere. In other words, the list on this website overlaps with other lists of eco-labels (certified properties) mentioned earlier.

- **TripAdvisor** properties need to submit their “green” credentials to become one of the “Green Leader” properties on their website. TripAdvisor has appointed an independent verification organisation and relies on feedback from travellers via their social media platform to provide input or suggest properties that would qualify. It is not clear how many of these properties are listed on TripAdvisor’s website and their standards seem to be relatively basic. According to TripAdvisor, there are “thousands” of Green Leader properties to be found around the world (Green Leaders, n.d).

Table 1.1: Results for certified properties on Book Different

	Country	Total number of hotels found	Number of hotels certified	Percentage certified
1	**Canada**	8,812	459	5.20%
2	**UK**	32,833	736	2.24%
3	**Australia**	12,123	247	2.04%
4	**USA**	63,962	268	0.42%
5	**South Africa**	6,570	25	0.38%
6	**Germany**	34,856	91	0.26%
7	**France**	52,954	135	0.25%
8	**Thailand**	12,659	8	0.06%
9	**China**	30,684	1	0.00%
10	**Brazil**	20,427	0	0.00%
	TOTAL	264,970	955	0.36%

There are many possible explanations for the low volumes of "green" or certified establishments listed on the websites. One reason could be that booking engines have not yet aggressively marketed their offering to certified or green establishments. However, if an establishment lists itself on a specific website, a safe assumption would be that they would also provide their sustainability credentials if requested, unless there is a substantial cost attached to it.

What is clear, however, is that a plethora of organisations have entered the sustainable tourism certification space (eco-labels) and that certification programmes are gaining ground (CREST, 2014). According to Spenceley and Bien, (2013), 100 additional standards were developed in the 20 years following 1990. Many different labels currently exist with many different meanings and focus areas, for example some labels focus on businness operations while others focus on environmental or social impacts of the business (Spenceley & Bien, 2013). However, this growth has been relatively slow, and while it is not clear how many accommodation establishments exist worldwide, it is certain that the percentage of certified establishments listed on booking engines do not represent a substantial number. According to Spenceley and Bien (2013), the growth that was experienced worldwide in the past decade has been mainly due to "geographical diversification" (p.411). One of the key questions that this research highlights is whether certification against a pre-determined standard is an appropriate mechanism to overcome barriers to sustainable tourism implementation for SAEs.

The 2011 Global Green Economy Report (GER) chapter on tourism deals, amongst others, with the current levels of green investment in tourism, key issues facing the industry's adoption of sustainable practices and the resulting growth expected. The report highlighted that sustainability in tourism can only be achieved through significant investment in the smaller business sector (UNEP, 2011). While achieving the objectives of the NTSS is critical for South Arica to become a top 20 tourist destination by 2020, the South African industry acknowledges that this can only be achieved through strong collaboration amongst stakeholders and investment in the small, medium and micro enterprises (SMMEs) within tourism (Department of Tourism, 2011), which includes small accommodation establishments (SAEs). The National Tourism Act, which was gazetted in April 2014, regulates the implementation of the NTSS, including the implementation of responsible tourism by government, and will therefore by default place greater emphasis on SAEs (Department of Tourism, 2014).

In order to start creating awareness of responsible tourism amongst SAEs and other tourism stakeholders, the NDT embarked on road shows between June 2011 and June 2012, running workshops across South Africa on responsible tourism. The NDT involved industry partners such as the Federated Hospitality Association of South African (FEDHASA), the National Accommodation Association of South Africa (NAA-SA), Fair Trade Tourism and GLES to present various aspects of responsible tourism during these interventions. As many as 1,000 people, including SAE owners, managers, municipal representatives and other tourism stakeholders, attended the workshops. During the workshops, information was provided on, amongst others, Eskom[1] rebate programmes, Tourism Enterprise Partnership (TEP) programmes, Department of Water Affairs' offerings, the NDT's support of responsible tourism, SANS 1162:2011 and the SANAS process, waste management, climate change and certification programmes (Nkosi, 2012). While the programme was deemed a success in terms of raising awareness, very few measurable actions from SAEs were noted. It was also noted that continued industry engagement and the creation of incentives would be critical to turn the awareness into action. As a follow-up, a brief industry survey was undertaken by NAA-SA in June 2012 to determine, amongst others, the level of adoption of responsible tourism practices by their members i.e. the predominantly smaller accommodation market. The survey tested members' level of awareness and exposure to various programmes that offer consultation, certification and incentives to support adherence to the principles of sustainable business practices (Glen, 2012a). Of the 99 responses received from a member base of approximately 800 at the time, only 14 respondents (14,1%) showed a basic understanding of responsible tourism, and no uniform interpretation and understanding of responsible tourism existed amongst participants. Further, respondents believed that responsible tourism implementation was an administrative burden (18% said they did not have time and an additional 19% said it required too much administration) and was too expensive (47%). A lack of localised support (for example recycling services, provision of energy saving services) from municipalities and business service providers was cited as the key constraint to proceeding with responsible tourism practices amongst establishments. In addition, while as many as 80% of respondents have started implementing measures such as energy saving, water saving, local

[1] Eskom is the South African electricity public utility.

employment and guest education about local cultural heritage, very few seemed to have made the link between these measures and the requirements of SANS 1162:2011 and subsequent certification. In 2014, the NDT conducted a follow up study on the level of adoption of responsible tourism practices across South Africa. However, at the time that this research was written, the findings had not yet been released. Nkosi (2015), stated that findings were not vastly different from the 2012 findings (Nkosi, 2015 personal communication, 18 October 2015). The NDT study showed that there was still very little awareness of the existence of the NMSRT amongst accommodation establishments, and that the adoption of the principles of responsible tourism was still vastly lacking (Nkosi, 2015 personal communication, 18 October 2015).

The NDT, through its efforts in the creation NTSS and NMSRT, the promulgation of the Tourism Act of 2014 and the SANAS process has positioned South Africa as leader in responsible tourism. A closer analysis of the eleven objectives within the NTSS (NDT, 2011) shows close alignment to the four pillars of the responsible tourism and their expansion into the 42 criteria set out in SANS 1162: 2011 (SABS, 2011). It is therefore evident that the NDT sees the SANS 1162:2011 and the regulation created around it as tools to implement the NTSS within the tourism sector, which includes the accommodation sector. However, it appears that SAEs in South Africa are not proactively adopting the principles of responsible tourism or acquiring certification from available certification providers, despite the apparent availability of information and efforts to create awareness of the content and benefits of its measures (Glen & Mearns, 2013). This presents a constraint to the achievement of the NTSS vision, which will require proactive mind-set changes within the SAE market. While the NTSS provides a bold plan for transformation to a more sustainable tourism sector by 2020, many barriers seem to exist to the adoption of change within SAEs, including ineffective dissemination of information, lack of buy-in and commitment from owners and managers, lack of localised support for initiatives, failure to recognise SAEs in the context of a uniquely defined business sector and the lack of a unified view of the definition of SAEs. According to Ungersbock ([sustainable tourism industry expert and small accommodation establishment owner], personal communication, November 6, 2014), many smaller accommodations providers are not even registered as businesses. It is therefore imperative that programmes are set up to support the implementation of the NTSS with practical and accessible measures. These measures should include ring-fencing of SAEs as a stand-alone sector within tourism and aligning offerings to suit the unique needs and operational requirement of SAEs. As will be illustrated in the literature review, no single definition that distinguishes a smaller accommodation establishment from their larger counterparts could be found worldwide or in South Africa. However, it is proposed that based on industry experience of the researcher as well as that of other industry experts, that for the purposes of this research, the sector of accommodation that will be ring-fenced and called “SAEs” includes all accommodation establishment of 20 rooms and less.

1.2 Research problem

Research has been conducted on various aspects related to the implementation of sustainable tourism. Research conducted includes, for example, SMMEs in general (Rogerson, 2003), the impact of tourism establishments on poverty alleviation (Spenceley & Goodwin, 2008), sustainable tourism certification (Spenceley & Bien, 2013; Strambach & Surmeier, 2013), mechanisms to measure performance amongst community-based ecotourism ventures (Mearns, 2010 and Snyman, 2013), to name a few. No specific research has been done in relation to understanding and overcoming the barriers to SAEs adopting sustainable tourism practices. Other sustainable tourism implementation frameworks, toolkits and approaches that have been developed have very specific focus areas. For example, the UNESCO World Heritage Sustainable Tourism Toolkit framework focusses on world heritage sites and surrounding communities (UNESCO, n.d.), sustainable tourism certification (or eco-labelling) focuses on sustainable operations of a variety of tourism businesses (Spenceley & Bien, 2013), the International Labour Organisation (ILO) Sustainable, Competitive and Responsible Enterprises (SCORE) programme focusses on SMEs with 50 or more employees (ILO, n.d., Nyangintsimbi, 2015) and inclusive business in tourism (or inclusive tourism) focusses on the communities impacted by a variety of tourism stakeholders (ITC, n.d.). In addition, very little baseline data at a large enough scale from which to draw meaningful conclusions is available. The problem that this research will therefore attempt to resolve is:

> *There is no single framework or approach in South Africa that specifically targets SAEs and that provides concrete steps for them to implement sustainable tourism practices, therefore helping them to overcome the barriers to sustainable tourism implementation and increasing their contribution to the realisation of sustainability of the tourism industry, thus aiding in the alleviation of poverty in areas where they operate.*

1.3 Research question

To address the research problem, this study will gain insights into to the barriers to implementation of sustainable tourism practices amongst SAEs and the question that this research will answer is:

> *How can existing approaches, toolkits or mechanisms be utilised and incorporated into a single framework and approach to overcoming the barriers for sustainable tourism implementation amongst SAEs in South Africa?*

1.4 Research aim and objectives

There are no existing frameworks to guide sustainable tourism implementation for SAEs specifically. The aim of this research is to:

Identify key barriers to the implementation of sustainable tourism practices amongst SAEs and to develop a framework to overcome these barriers, so that SAEs can align their operations to the principles of sustainable tourism.

It is the intention to propose a framework that is relevant to establishments across South Africa. In looking at alternative frameworks that have been developed for other areas of sustainable tourism implementation, the strengths and shortcomings of these frameworks will be highlighted in relation to the specific needs of SAEs. The study will achieve the aim through fulfilment of the following objectives:

1. To explore and adopt definitions of terminology used in this research in the context of sustainable tourism implementation amongst SAEs, including the definition of sustainable tourism and the definition of an SAE;
2. To establish the importance of SAEs as a sector of the tourism economy;
3. To establish the relative sustainability of SAEs and highlight key barriers to sustainable tourism implementation amongst SAEs in South Africa;
4. To identify potential frameworks or mechanisms that could be used to overcome these barriers and propose a new framework to overcome the barriers to sustainable tourism implementation amongst SAEs in South Africa;
5. To propose basic indicators, both internal to an SAE and for the industry, that will aid in measuring progress and impacts of sustainable tourism practices; and
6. To make recommendations for further research on sustainable tourism implementation amongst SAEs in South Africa, not only to validate the framework but also to create new insights to improve the body of knowledge on sustainable and responsible tourism.

1.5 Research process and chapter breakdown

The process followed to execute this research is provided in Table 1.2.

Table 1.2: Research process and chapter breakdown

Chapter 1: Background, research question, research aim and research objectives

The first chapter provided a brief research context, by introducing the topic of "sustainable tourism" and the notion that SAEs in South Africa are not adopting its practices. The research problem was then formulated and created the basis of the research, which was aimed at assisting SAEs to identify and overcome barriers to the implementation of sustainable tourism practices. The aim and objectives of the research process were provided in the introductory chapter.

Chapter 2: Literature review: investigation of the sustainable tourism industry

The literature review aimed to provide an overview of the current body of knowledge on sustainable tourism, SAEs as well as the barriers to overcome sustainable tourism practices. Sources included textbooks and handbooks, journal articles, industry reports and research as well as some opinions from industry players. Key themes were extracted to highlight potential barriers and identify possible mechanisms to overcome these barriers in order for SAEs to become more sustainable.

Chapter 3: Research design, research methodology and target population selection

Chapter 3 provided an outline of the research design methodology used to structure the research in more detail. The chapter discussed the approaches used to select research target populations as well as the methods used to gather data from these populations. It then described the process followed to extract results and make recommendations for future studies.

Chapter 4 **Industry expert analysis**	**Chapter 5** **Broad industry survey**	**Chapter 6 interviews** **Focus groups and individual interviews**
Chapter 4 presented the results of industry expert interviews which extracted information from sustainable tourism industry experts from across South Africa.	Chapter 5 presented the results of the broad industry survey that targeted SAEs from across South Africa.	Chapter 6 presented the results of the focus groups and individual interviews with SAEs managers and owners.

Chapter 7: Synthesis of mechanism for the sustainable tourism implementation amongst SAEs

This chapter built on the findings of chapters 3, 4 5 and 6 and drew conclusions on the barriers to the implementation of sustainable tourism practices amongst smaller accommodation establishments. It then commenced with synthesising and building a framework to overcome these barriers.

Chapter 8: Conclusions and recommendations for further research

This final chapter reviewed the outcomes of research and identified limitations of the research. It provided recommendations for future research which will strengthen the body of knowledge for sustainable tourism implementation amongst smaller accommodation establishments.

Chapter 2. Literature review: Investigation of the sustainable tourism industry

“The fact that television and tourism have made the whole world accessible has created the illusion that we enjoy intimate knowledge of other places, when we barely scratch their surface. For the vast majority, the knowledge of Thailand or Sri Lanka acquired through tourism consists of little more than the whereabouts of the beach.” Martin Jacques

2.1 Introduction

This literature review aims to create a context from which to investigate the barriers to the implementation of sustainable tourism practices amongst SAEs. The purpose of the literature review is to consult relevant local and international literature that shed light on various aspects of sustainable tourism implementation in SAEs. This research is about the sustainability of SAEs as a specific sub-sector of the tourism industry. More specifically, this research is about eliciting a framework or that which specifically targets SAEs in South Africa and that provides concrete steps for them to implement sustainable tourism practices. This will help them to overcome the barriers to sustainable tourism implementation and increase their contribution to the realisation of sustainability of the tourism industry, aiding in the alleviation of poverty in areas where they operate.

The theoretical framework that will be used to execute the literature review is discussed in section 2.1. To perform a meaningful analysis, however, there are five key areas that need to be analysed to create the research context, which is represented in the next section. These five key areas include:

1. Understanding what sustainable and / or responsible tourism is;
2. Defining an SAE;
3. Understanding the role of SAEs in the economy;
4. Contextualising the above to understand the relevant sustainability of SAEs;
5. Identifying possible barriers to the implementation of sustainable tourism practices amongst SAEs; and
6. Highlighting frameworks that could be used to overcome some of these barriers.

2.2 Conceptual framework

The conceptual framework presented in Figure 2.1 outlines the structure and rationale of the literature review. The paragraphs below have been numbered to align with the numbering in Figure 2.1.

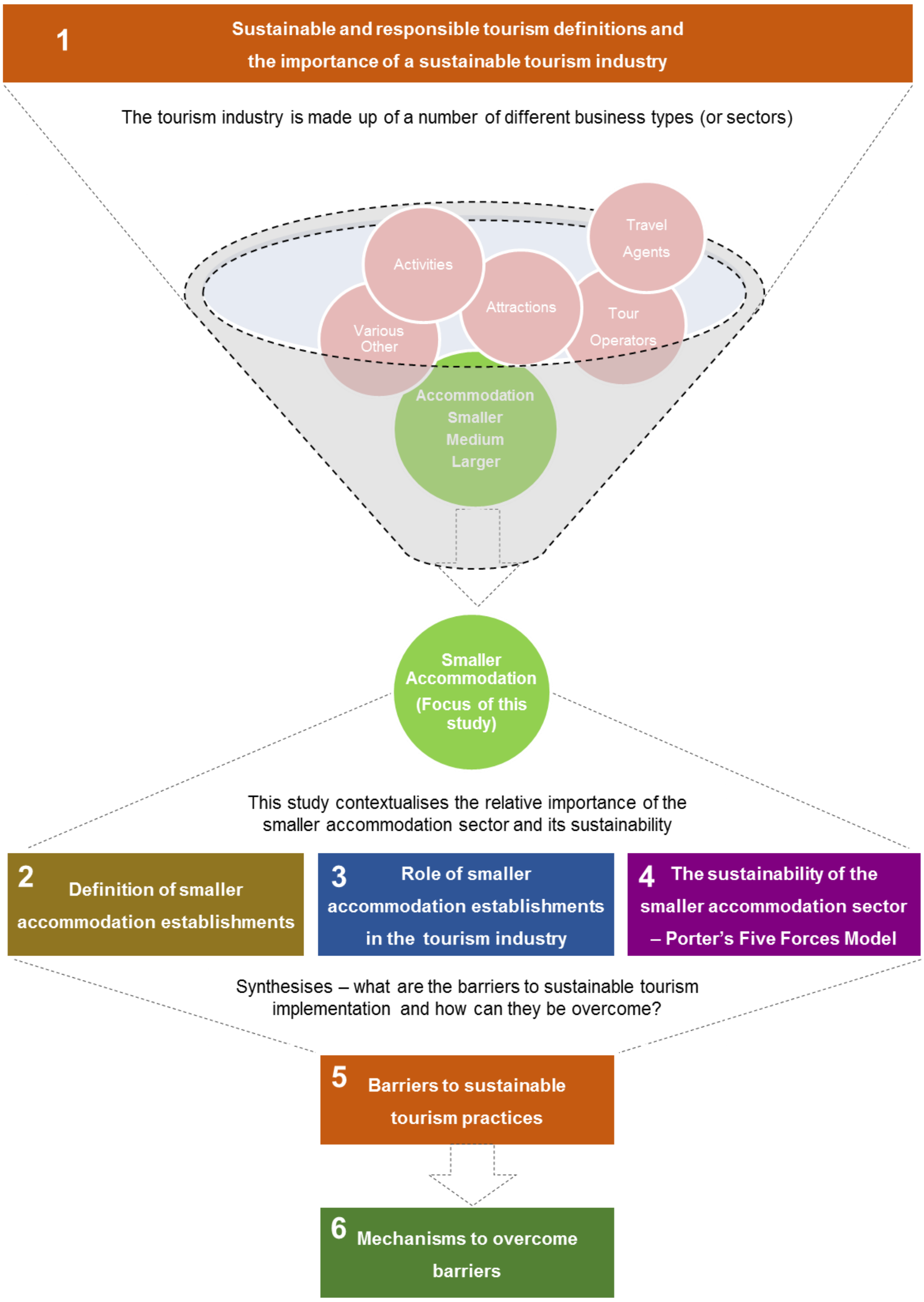


Figure 2.1: Conceptual framework for the literature review

The literature review examines “sustainable tourism” and “responsible tourism” as two concepts that are frequently used in the literature and by the industry synonymously and interchangeably. Figure 2.1 shows that the definition of sustainable tourism and responsible tourism is the starting point (Figure 2.1 (1)) of creating context for this research. Sustainable and responsible tourism are used interchangeably in literature and apply to many different types of businesses within tourism. This research specifically relates to sustainable tourism implementation amongst SAEs. It is therefore imperative to understand the current literature definitions of sustainable tourism at both an industry and individual business level. The literature review will therefore assess the differences and commonalities between “sustainable tourism” and “responsible tourism”. A definition will be selected, upon which the rest of this research will rely in analysis and findings.

As it was critical for this research to gain meaningful insights into factors that affect the sustainability of SAEs, a definition of an SAE needed to be found. This will assist in creating an understanding of the role of SAEs in a sustainable tourism industry. In doing this, the literature review will draw on information from other types of tourism businesses and other sizes of accommodation establishments, and filter out a possible definition of an SAE (Figure 2.1 (2)). By investigating potential parameters to define SAEs, the literature review will be able to put into context the relative importance of SAEs in the tourism sector.

It is key to gain insights into the role of SAEs in the economy (Figure 2.1 (3)), thus validating the relative importance of this research. If SAEs play a vital role in the long-term sustainability of tourism, then the extent to which this role has been quantified or qualified, needs to be understood.

In line with the recommendations made by Mouton (2011), the literature review utilised a structured analysis framework to contextualise the research problem, goals and objectives. As business sustainability is ultimately dependent on the harmonised interaction of internal and external factors (Mengue, Ozame, & Auh, 2010), an analysis framework that adequately represents these factors needed to be selected. While there are many widely used and accepted strategic frameworks or business models to guide industries and businesses in their strategy formulation, planning and management efforts, one internationally accepted and widely used model is Porter’s Five Forces Model (Figure 2.1 (4)). Porter’s model considers the competitiveness of a business in the context of the competitiveness of the industry in which it operates in as well as the relative position of that businesses within the industry (Porter 1991). The model encourages “systems thinking” (Grundy, 2006, p.215); in other words, it provides interrelationships of various elements of an industry. In addition, the model aligns with the principles of sustainable development (i.e. the needs of current generations must be met without rescinding the ability of future generations to meet their own needs (UNEP, 2011)), in that businesses and industries need to incorporate “societal needs and challenges” and elicit “shared value” in their planning (Martin, 2014, p.53). Further, the model, if correctly applied, allows for new strategic insights to be gained for industries (Dobbs, 2014). According to Martin (2014), Porter’s Five Forces Model is currently taught at “almost every business school” worldwide (p.49). The model has been used extensively to analyse the sustainability of a multitude of business types and industries including agriculture, manufacturing, retail and other services. In tourism, Porters Five Forces model has been applied, for example, to illustrate the competitiveness in a destination (Crouch & Ritchie, 1999; Hudson, Ritchie, & Timur, 2004; Topolansky, Triay, & Häufele, 2016) and to analyse the competitiveness of hotels (Tavitiyamana, Hailin, & Qiu Zhang, 2011; Aldehayyat, Al Khattab, & Anchor, 2011). Grundy (2006) highlighted some drawbacks of Porter's Five Forces model, including that it often focusses too much on the industry and less on individual businesses or products. Other drawbacks mentioned by Grundy (2006) are considered to be less important in the context of this research. For example, Grundy raised concerns that industry boundaries are relatively fluid while Porter regards industries as rigid with well-defined boundaries. In this research, a specific industry with very specific boundaries is assessed, i.e. SAEs (accommodation establishments with 20 rooms or less). Porter's Five Forces model has therefore been selected as an appropriate contextual analysis framework for understanding the factors impacting sustainability of the SAEs as a "sub-industry" and determining the relative sustainability of the industry.

A few other models commonly used in business and strategic analysis fields[1] could be considered to determine the relative sustainability of SAEs. For example, the PESTLE model (also known as PEST analysis) considers the Political, Economic, Social, Technological, Legal and Environmental factors influencing the competitiveness of a business (Carlson & Manktlelow, 2015). While PESTLE provides a good framework for a business to understand its relative competitiveness in an industry and therefore highlights various aspects of sustainability of a business, it does not provide a rigorous analysis of a business's relative position within an industry or a view of the industry as a whole. PESTLE further mainly focusses on factors over which the businesses exert no control. Other models, such as the McKinsey 7-S model (Raisel, 1999) were developed with larger corporates in mind, while SOFT/SWOT and Ohmae's 3-Cs model consider both internal and external factors of an organisation's competitiveness, but upon deeper analysis provide input into some of the dimensions used in Porter's Five Forces model (Obolensky, 2001). No model has been found that refers specifically to the sustainability of small accommodation establishments or smaller tourism businesses. Porter's Five Forces model has been described as a relatively robust model (Miller & Dess, 1993) and its application is deemed universal. It was therefore selected as an analysis framework for this research.

Once the definition of an SAE, its role in tourism and the SAE sector's relative sustainability are better understood, the literature review examines some of the barriers to sustainable tourism implementation (Figure 2.1 (5)). As the title of this research refers to the "barriers to implementation" of sustainable tourism, it is imperative that insights are gained into what the barriers to implementation are for accommodation establishments and other businesses.

[1] For a quick reference to a comprehensive list and short description of such models, refer to www.12manage.com/

In conclusion, the literature review investigates possible frameworks and mechanisms to overcome the barriers to the implementation of sustainable tourism practices amongst SAEs (Figure 2.1 (6)). Possible mechanisms to overcome the barriers to sustainable tourism implementation amongst SAEs will be explored by looking at what has been proposed in other countries as well as in South Africa in this regard. These will be utilised to support the subsequent analysis and synthesis of this research.

The findings and conclusions from the literature review were used to shape the industry expert questionnaires, the broad industry survey and the focus groups / individual interviews. The conceptual framework used in the literature review was used throughout this research to guide analysis and findings.

2.3 Definitions of responsible tourism and sustainable tourism

Debates on the different definitions of sustainable tourism, responsible tourism and other forms of sustainable orientated tourism (such as pro-poor tourism and eco-tourism) continue (Chettiparamb & Kokkranikal, 2012). This research focuses on *sustainable tourism*, and while it is closely linked to *responsible tourism*, and often used interchangeably, disparate definitions for the two concepts need to be found to ensure consistency in definitions used throughout this research. This section looks at definitions of both responsible tourism and sustainable tourism and adopts a definition for sustainable tourism that is used as a reference throughout this research.

2.3.1 Sustainable tourism

New Zealand Tourism defined sustainable tourism as a tourism that "delivers the maximum benefit – economic, social, cultural, and environmental – with as few unwanted effects as possible" (New Zealand Tourism, 2015, p. 3). It further highlighted key principles of a sustainable tourism sectors as:

- Our customers will enjoy their time in New Zealand, and will want to travel here for the unique and sustainable tourism experiences we offer;
- Tourism businesses will be financially profitable, able to reinvest in their businesses, and attract and retain the skilled workers they need;
- The natural environment will be protected and enhanced, and the environmental footprint of the tourism sector will continue to shrink;
- We work with communities for mutual benefit. (New Zealand Tourism, 2015, p. 11)

The Centre for Responsible Travel (CREST, 2015, p. 1) and the GSTC (2012, p. 5) defined sustainable tourism as "tourism that leads to the management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems". The GSTC's aims are to develop universal international standards for sustainable tourism, promote the adoption of these standards amongst tourism businesses, create awareness of the standards amongst travellers, thereby improving marketability of businesses that comply with the standard. In addition, the GSTC aims to provide education and training as well as accreditation for standards and certification programmes.

A number of other sources consulted provide similar definitions for sustainable tourism as outlined in the definitions provided for responsible tourism above. Some examples are listed below. Many other sources shared similar definitions.

Tourism Australia definition (Tourism Australia, 2015, n.p.):

> Sustainable tourism is a broad reference to tourism experiences that focus on protecting the environment and allow visitors to travel responsibly, with little impact. Responsible tourism has emerged in recognition of the fact that eco-tourism should apply to all tourism, not just in natural areas or with nature-based experiences.

Uganda Tourism definition (Aulo, 2013, p. 4):

> Sustainable tourism meets the needs of present tourists and host destinations while protecting and enhancing opportunity for the future. Thus, management of resources through fulfilling economic, social, and aesthetic needs while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems.

European Union (European Union Committee of Regions, 2006, p. 32):

> "Sustainable tourism development meets the needs of the present tourists and host regions while protecting and enhancing the opportunity for the future."

Butler (1999) defined sustainable tourism in 1993 as

> tourism which is developed and maintained in an area (community, environment) in such a manner and at such a scale that it remains viable over an infinite period and does not degrade or alter the environment (human and physical) in which it exists to such a degree that it prohibits the successful development and wellbeing of other activities and processes. (Butler 1993: 29)

Butler (1999) raised concerns that the real impacts of tourism were not well understood and at that point, no real efforts had been made to undertake social, environmental and operational assessment to understand the impacts that tourism has on sustainable development.

Weiler and Ham (2002, p. 52) stated that sustainable tourism:

> is tourism that is developed and maintained in a manner and at such as scale, that it remains economically viable over an indefinite period and does not undermine the physical and human environment that sustains and nurtures it. It needs to be economically sustainable, because if tourism is not profitable then it is a moot question to ask whether it is. Environmentally sustainable tourism that is unprofitable and unviable will simply cease to exist.

UNEP and UNWTO (2005, p. 12) defined sustainable tourism as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities". UNEP and UNWTO (2005, p. 11) further asserted that sustainable tourism refers to the need for it to:

- make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity;
- respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance;
- ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

UNEP and UNWTO (2005, p. 12) identified 12 aims for sustainable tourism which are listed in Table 2.1. While the references consulted all have similar definitions, it is important for this study to note the UNEP and UNWTO's expansion of sustainable tourism to specifically address tourist / visitor needs as well as that of the industry. The tourist needs include matters such as quality, security and service. This is also evident from the expansion of New Zealand Tourism's definition of sustainable tourism.

Table 2.1: The 12 aims of sustainable tourism (UNEP & UNWTO, 2005, p. 12)

1. **Economic viability:**
   To ensure the viability and competitiveness of tourism destinations and enterprises, so that they are able to continue to prosper and deliver benefits in the long term.
2. **Local prosperity:**
   To maximize the contribution of tourism to the prosperity of the host destination, including the proportion of visitor spending that is retained locally.
3. **Employment quality:**
   To strengthen the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability to all without discrimination by gender, race, disability or in other ways.
4. **Social equity:**
   To seek a widespread distribution of economic and social benefits from tourism throughout the recipient community, including improving opportunities, income and services available to the poor.
5. **Visitor fulfilment:**
   To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, and disability or in other ways.
6. **Local control:**
   To engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders.
7. **Community wellbeing:**
   To maintain and strengthen the quality of life in local communities, including social structures and access to resources, amenities and life support systems, avoiding any form of social degradation or exploitation.
8. **Cultural richness:**
   To respect and enhance the historic heritage, authentic culture, traditions and distinctiveness of host communities.
9. **Physical integrity:**
   To maintain and enhance the quality of landscapes, both urban and rural, and avoid physical and visual degradation of the environment.
10. **Biological diversity:**
    To support the conservation of natural areas, habitats and wildlife, and minimize damage to them.
11. **Resource efficiency:**
    To minimize the use of scarce and non-renewable resources in the development and operation of tourism facilities and services.
12. **Environmental purity:**
    To minimize the pollution of air, water and land and the generation of waste by tourism enterprises and visitors.

2.3.2 Responsible tourism

The White Paper on *The development and promotion of tourism in South Africa* (DEAT, 1996) defined responsible tourism as:

> tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities in the tourism industry; responsibility for the safety and security of visitors and responsible government, employees, employers, unions and local communities. (p. 5)

The Cape Town Declaration (International Conference on Responsible Tourism in Destinations, 2002, p. 3), which was developed through a collaborative effort amongst many different national and international tourism stakeholders as well as the South African government, defined responsible tourism as:

> Tourism that:
>
> - minimises negative economic, environmental, and social impacts;
> - generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry;
> - involves local people in decisions that affect their lives and life chances;
> - makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity;
> - provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues;
> - provides access for physically challenged people; and
> - is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

The national minimum standard for responsible tourism (SABS, 2011, p. 5) of South Africa, defined responsible tourism as a:

> tourism management strategy in which the tourism sector and tourists take responsibility to protect and conserve the natural environment, respect and conserve local cultures and ways of life, and contribute to stronger local economies and a better quality of life for local people.

This standard (also known as the SANS 1162:2011 and the NMSRT) is derived from and closely aligned to the GSTC's definition and criteria for implementation of sustainable tourism. The criteria of the SANS 1162:2011, which was officially published in South Africa in September 2011, is divided into four pillars of responsible tourism, i.e. environmental criteria, cultural & social criteria, economic criteria and operations & management criteria. It was developed as a minimum standard and expands on the principles of responsible tourism to include aspects such as the reduction and avoidance of waste, the utilisation of locally produced goods more sustainably, the support of local natural, economic, social and cultural heritage and respect of host cultures, the employment of local people and promotion of inclusiveness in the execution of tourism development and development decisions, ensuring local beneficiation by host communities, marketing efforts that focus on businesses that behave responsibly and monitor and disclose their impacts of tourism.

The Centre for Responsible Travel (CREST, 2015, p. 1) defined responsible tourism as "tourism that maximises the benefits to local communities, minimises negative social or environmental impacts, and helps local people conserve fragile cultures and habitats or species."

According to Spenceley (2008), it was proposed that Responsible Tourism is a more practical approach to implementing sustainable tourism. It is about taking responsibility within business practices rather than making sense of more vague, higher level concepts represented at a theoretical level.

2.3.3 Responsible tourism definition vs sustainable tourism definition

From the above discussion, it is clear all stakeholders in the tourism value chain need to take responsibility for the impacts that they have on social, cultural, environmental and economic aspects of tourism. Advocates of responsible tourism subscribe to marketing tourism businesses and/or stakeholders that incorporate responsible tourism practices in their operations. All definitions provided for responsible tourism. The CREST, GST, Tourism Australia, Uganda Tourism and European Union definitions for sustainable tourism are similar in focus as the definitions provided for responsible tourism, i.e. management of impacts of tourism on the environment, cultures and the economies. It is evident that the CREST, GST, Tourism Australia, Uganda Tourism and European Union definitions of sustainable tourism are aligned to the definition that the Cape Town Declaration and SANS 1162:2011 provide for responsible tourism. All these sources, as well as the SANS 1162:2011 definitions, exclude factors relating to customer satisfaction, market access and tourism safety, which fall into the scope of sustainable tourism as defined by UNWTO, UNEP and New Zealand Tourism definitions.

It is evident that future discussions about sustainable tourism and responsible tourism should consider and contextualise the tourism value chain. Porter (1991) proposed a set of activities that add value to the offering of a business and an industry. The value chain of a tourism business therefore refers to all the activities of a business itself and its suppliers that will add value to the experiences and perceptions of the tourist. These are presented in Figure 2.2.

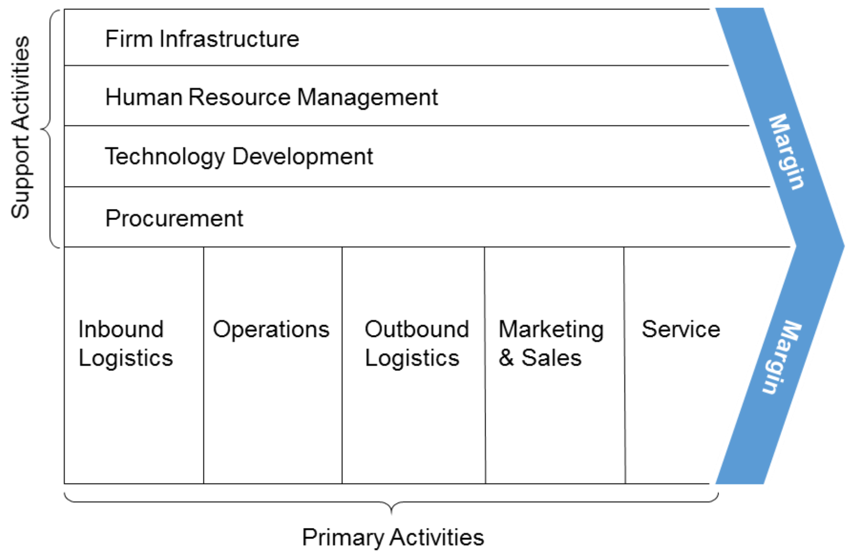


Figure 2.2: Michael Porter's Value Chain (Porter, 1991, p.103)

The value chain model was originally developed with a product-based business in mind, but its application has been extrapolated to the services industry by many academics and business people alike (Choi, 2001; Kaplinsky & Morris, 2001; Thomas, 2014). The boundaries between the various activities in a services environment are much less clear, with many overlaps existing amongst activities. Based on an interpretation of the literature reviewed, each section of the value chain is briefly described in the context of SAEs, the subject of this research.

- Primary activities refer to the core activities a business carries out to generate revenue. The business can own these activities where relevant, or the activities can be owned by other suppliers, in which case supplier relationships between organisations exist to deliver the end product. An SAE sells bed nights, but can also offer additional services such restaurant services and conference facilities. Selling bed nights will be the primary focus of the following paragraphs for simplicity.

  - **Inbound logistics:** in the context of an SAE, these would include everything that is required to create a "bed night", for example the actual bed, the linen, the bedside lamp and the amenities that will create an experience that matches the guest expectations.
  - **Operations:** include the processes that converts inputs into outputs, in other words, providing the capabilities to receive guests and deal with their needs. This would, for example, include check-in procedures, showing guests to their rooms, providing them with hot water to shower, cooking their breakfasts and ensuring their safety.
  - **Outbound logistics:** include any special requirements a guest may have, for example providing information about activities or restaurants in the area or providing access to transport.

- **Marketing and sales:** include activities to market and sell a bed night and relevant processes to create, communicate and complete a sale in such a way that it has value for the guest.
- **Service**: includes all the activities required to keep the guest happy and to ensure that what is expected is delivered, before (for example answering the phone for an enquiry), during (for example ensuring the guest is received in a friendly and professional manner) and after the bed-night sale (for example following up on queries or complaints from the guest).

- Support activities are activities that are not necessarily directly observed by the guest, but are critical in ensuring that the guest expectations are met. The absence of these activities will lead to poor delivery of service by the tourism business. These include:

  - **Procurement:** includes buying goods and services from other suppliers to run operations. These could include, for example, stationery and booking engines.
  - **Human resources management:** this includes activities involved in hiring, training and rewarding staff to support the delivery of excellent service.
  - **Technological development:** in the case of an SAE, this would include any technology that enables the business to deliver the bed-night as seamlessly as possible to the guest, and could include a website to make a booking, a credit card machine, other payment mechanisms to process payments or access to free Wi-Fi for the guest.
  - **Infrastructure:** in the case of an SAE, this would refer to all the policies and procedures in places to ensure compliance to standards and norms. Other infrastructure items include ensuring comfort, cleanliness, adherence to health standards and meeting grading standards (if the guest expects to be staying in a graded establishment).

This simple example of an SAE bed-night can be expanded upon to include additional services provided by the individual business, the offering of a route or destination, the tourism industry within a specific town or the entire industry. The complexity of analysis will increase with more complex offerings. Reference to "margin", which essentially refers to simplistic indicators for financial profit, can be expanded to include indicators for the triple bottom line of sustainable business. What is clear from the value chain analysis – albeit illustrated at a very high level – is that all tourism value chain participants have an opportunity to take responsibility to contribute to the sustainability of the industry. In addition, the sustainability of the industry is dependent on all role players utilising opportunities within their areas of delivery to ensure cultural preservation, social upliftment, protection of heritage, reduction and management of environmental impact and ensuring economic prosperity of the host communities. It should also be considered that sustainable tourism shares these attributes but includes additional attributes that:

- ensure that the industry, community and business can deliver quality products and services as well as good accessibility to look after the interests, safety and security of visitors;

- ensure appropriate market access mechanisms are in place.

Failing to look after these interests and needs will result in non-functional elements within the tourism value chain, which threatens the continued success of the industry. As outlined in Table 2.1, the aims of sustainable tourism should include safety, security, quality of service and the well-being of the community. If viewed in the context of standard business models, it would therefore appear that the differences between responsible tourism and sustainable tourism lie in the degree to which each concept addresses the various key success factors of sustainable business. The definitions and attributes of responsible tourism and sustainable tourism, as discussed above, are summarised in Table 2.2 .

Table 2.2: Definitions and attributes of responsible tourism and sustainable tourism

	Responsible Tourism	Sustainable Tourism
Definition	Tourism that maximises the benefits to local communities, minimises negative social or environmental impacts, and helps local people conserve fragile cultures and habitats or species (CREST, 2015, p. 1).	Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities (UNEP and UNWTO, 2005, p. 12).
Common attributes	Tourism value chain responsibility to implement / adopt responsible tourism practices. Ensures cultural preservation, social upliftment, and protection of heritage, reduction and management of environmental impact and ensuring economic prosperity of the host communities.	
Unique attributes	Responsible Tourism is a more practical approach to implementing sustainable tourism. It is about taking responsibility within business practices rather than making sense of more vague, higher level concepts represented at a theoretical level.	Takes into account the interests and needs of businesses, community, the industry (including market access) and the tourist (including safety, security, quality and service).

There is ongoing debate on the definitions of responsible tourism and sustainable tourism and the two concepts are often used interchangeably in literature and within the industry. In South Africa, the use of the two concepts as synonymous could be as a result of the alignment between GSTC's sustainable tourism definition and the South African industry's definition of responsible tourism. This research is focussed on sustainable tourism implementation amongst SAEs. It is evident from the definitions provided as well as the discussion on the value chain of tourism, that sustainable tourism covers a broader spectrum of focus areas than responsible tourism. As shown in Figure 2.3, industry participants, community and businesses can implement measures to reduce the negative impacts on economies, environment and society. Sustainable tourism includes responsible tourism as well as aspects of market access, quality assurance and services excellence.

	Industry	Community	Business
	Regulation, policy, strategy and infra-structure to guide tourism development of:	Enhanced visitor experience, and visitor safety & wellness through management of:	Reduced impact of operations in host communities through management of:
Responsible Tourism	– Environmental impacts – Cultural & social impacts – Economic impacts – Management & operations impact	– Environmental impacts – Cultural & social impacts – Economic impacts – Management of operations	– Environmental impacts – Cultural & social impacts – Economic impacts – Operational impact, including compliance to all relevant regulation
Sustainable Tourism	– Market access – Service excellence standards, quality standards and accessibility – Collaborative efforts to ensure industry adoption of sustainability principles	– Market access – Service excellence standards and quality standards and accessibility – Compliance to all relevant regulation – Collaborative efforts to ensure industry adoption of sustainability principles	– Service excellence standards and quality standards and accessibility – Market access – Compliance to all relevant regulation – Collaborative efforts to ensure industry adoption of sustainability principles

Figure 2.3: Definitions of sustainable and responsible tourism

The definition of sustainable tourism that will therefore be used for this research, is the definition provided by UNEP and UNWTO: *"tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities"* (2005, p. 12). The inclusion of responsible tourism *AND* sustainable tourism in the rest of this research was to ensure that insights from stakeholders more familiar with the term 'responsible tourism' are not discarded and concepts highlighted in the context of responsible tourism are not excluded.

2.4 Definition and categorisation of SAEs

Currently, there is no single definition for a "smaller accommodation establishment". As outlined in the next few paragraphs, various references are made to establishments with less than 20 rooms (Bastakis, Buhalis, & Butler, 2004; Heritage, n.d.). Verified statistics on the number of smaller accommodation establishments with less than 20 rooms do not exist in South Africa. There are many different sources that refer to accommodation establishment numbers, but they vary significantly in definition and quantity. For example, according to the International Standard Industrial Category of the United Nations number 55 (ISIC 55), which provides numbers of short stay accommodation, there are as few as 9,760 establishments in South Africa (Lehohla, 2015), while some estimates hover around 63,000 hotels and accommodation establishments (BMI, 2012). In 2011, hotels and motels, excluding casino hotels, represented only 608 of these (Market Line, 2012). According to PWC, (2013) there were 114,900 rooms available in South Africa in 2012, and this number is anticipated to grow to 123,700 by 2017. This translates into 21.1 million overnight stay units in 2012 and potentially 25.1 million overnight stay units by 2017. The references mentioned above do not extract data according to establishment size.

To gain a real understanding of the number of accommodation establishments that exist in South Africa, it is important to gain insights on how SAEs are defined. Many disparate definitions for SAEs exist worldwide. Thomas (2004) highlighted the lack of a single definition for small tourism businesses that results in misalignment of smaller tourism business models. Although his work does not focus specifically on SAEs, these are deemed a sub-section of smaller tourism businesses. Examples of small accommodation definitions internationally are listed below:

- In Greece, a family hotel is deemed to have less than 20 rooms, while small and medium hotels have 21 - 50 and 51 - 100 rooms respectively (Bastakis, Buhalis, & Butler, 2004).
- In research undertaken in St Andrews, Scotland to assess the entrepreneurial nature of small hotels, these were defined as establishments with less than 40 bed spaces (Glancey & Pettigrew, 1997). The same research referred to previous suggestions whereby a small hotel was defined as an establishment with fewer than 25 bed spaces and in other cases when it had fewer than 100 bed spaces.
- Law and Ng (2011) researched small hotels in Hong Kong and found that many definitions for small hotels exist. These definitions vary to include the number of staff employed, whether it is owner managed or the types of facilities and services it offers.
- Research by Ahmada (2015) shows that small to medium sized hotels (SMSHs) are defined as those with fewer than 50 rooms and fewer than 10 employees. SMSHs are often classified as lower-end accommodation and are often not situated in main tourist locations.

Statistics South Africa groups accommodation establishments according to turnover as shown in Table 2.3 (Stats SA, 2015b). It further distinguishes between broad categories i.e. caravan parks and camp sites, guest houses, guest farms and other types (Stats SA, 2015b). Eskom, the South African energy provider, defined SAEs as either residential properties or businesses, depending on whether they are Value Added Tax (VAT)[1] registered (Naicker, 2013) for their light bulb retrofit programme. The TGCSA, on the other hand, categorised accommodation establishments by the types of services they provide (TGCSA, 2014), and does not specifically reference numbers of rooms within these categories (in other words, a “hotel” could have ten rooms or a hundred rooms). PWC (2013) provided four categories of accommodation, i.e. 3 star hotels, 4 star hotels, 5 star hotels and ‘guest houses and guest farms’. Other regulatory frameworks (for example municipal by-laws and liquor laws) make no or little distinction between SAEs and large hotels, and regulation is applied in a blanket format rather than one which recognises the differences in business models of larger and smaller establishments.

[1] VAT registration for South African businesses is compulsory if turnover is greater than R1 million.

Table 2.3: Statistics South Africa definitions of accommodation based on turnover (Stats SA, 2015b, p. 8)

Size	2015 Definition
Large	≥ R13 000 000 VAT turnover
Medium	R6 000 000 ≤ VAT turnover < R13 000 000
Small	R5 100 000 ≤ VAT turnover < R6 000 000
Micro	≤ R 5 100 000 VAT turnover

Responsible tourism certification bodies such as FTT and Heritage do not share uniform definitions for SAEs:

- Fair Trade Tourism (2011) tiers their pricing based on the number of staff employed and does not distinguish between accommodation establishments and other business types.
- The Heritage Environmental Management Company ('Heritage') has created their Greenline offering, which is aimed at guest houses and B&Bs of fewer than 20 rooms (Heritage, 2014.).

The implications of this overall lack of uniformity in definition of SAEs are numerous. The key to agreeing how many SAEs exist is to agree on a single definition. Without such consensus, establishing the relative importance of the SAEs in the overall economy is not possible. In addition, historic data derived from the various organisations mentioned (TGCSA, Statistics South Africa, Eskom, FTT, Heritage and GLES) will be fragmented and meaningful insights on the overall sustainability of the SAEs will not be gained.

The main shortcoming of most of the definitions found in literature is the one-dimensionality thereof. Definitions, except the definition provided by Ahmada (2015), do not allow for cross categorisation. For example, a small accommodation establishment could be defined as an establishment with fewer than 20 rooms, no more than 20 staff employed, and turnover of less than R13 million. Criteria such as these would allow a better understanding of efficiencies within different types of establishments as well as setting of more accurate benchmarks, for example the number of employees compared to the number of rooms and facilities, resource utilisation per bed-night or resource utilisation per visitor in cases where additional facilities such as small conferences are provided. However, deep research into finding an exact definition for SAEs falls outside the scope of this study.

Additional complexity is added to the definition of an SAE through the variety of categories found. The TGCSA has categorised accommodation establishments according to the types of service they provide, while other literature provides additional categories that have not been incorporated in the TGCSA criteria[1]. A list of the main categories of establishments is provided below:

BACKPACKERS

Backpackers' accommodation is generally viewed as budget accommodation, aimed at "meeting other people, an independently organised and flexible travel schedule, longer rather than brief holidays, and an emphasis on informal and participatory holiday activities" (Loker-Murphy & Pearce, 1995, p. 819). The TGCSA defines a backpacker and or hostel as "an accommodation facility that provides communal facilities, including dormitories, yet may offer a range of alternative sleeping arrangements. Only establishments that cater for transient guests (travelling public) will qualify for grading" (TGCSA, 2015a).

BED & BREAKFAST

Bed & Breakfasts (B&Bs) are distinguished through providing overnight accommodation and breakfast to the guest, and both items are included in the rate quoted. B&Bs are generally privately-owned establishments (Ingram, 1996). The TGCSA definition for B&Bs is "more informal accommodation with limited service that is provided in a family (private) home with the owner/manager living in the house or on the property" (TGCSA, 2014).

BOUTIQUE HOTEL

Rogerson (2010, p. 425) suggests that a boutique hotel is different from a normal hotel in that it offers unique "experiential qualities with strong emphasis placed upon the production of high levels of design, ambience, and offerings of personalized service" and "small properties which are mainly operated by individuals or companies with a small collection." (p.438). The TGCSA does not provide a specific definition for a boutique hotel – boutique hotels are possibly assumed to be included in the definition of hotels.

FARMSTAY

Farmstays provide additional income from tourism to farm owners. In essence, a farmstay provides overnight accommodation for tourists on a working farm. The farmer may or may not allow participation in daily farm activities by tourists (Engeset & Heggem, 2015). Farmstays could also include meals and activities (Chen, Chang & Cheng, 2010).

GUEST HOUSE

According to the TGCSA, a guest house "can be an existing home, a renovated home or a building that has been specifically designed as a residential dwelling to provide overnight accommodation, must have more than three rooms and public areas for the exclusive use of its guests" (TGCSA, 2014, n.p.).

[1]All TGCSA criteria are published on their website and the quotes provided can be found on www.tourismgrading.co.za/gradingcriteria

COUNTRY HOUSE

According to the TGCSA, a country house is the same as a guest house but is "situated in natural, peaceful surroundings" (TGCSA, 2014, n.p.).

COUNTRY LODGE, GUEST LODGE & GAME LODGE

According the TGCSA of a lodge, is "a formal accommodation facility providing full or limited service, located in natural surroundings beyond that of an immediate garden area, without any game" (TGCSA, 2014, n.p.). The TGCSA further suggests that a distinction is made between a Country Lodge, a Guest Lodge and a Game Lodge, (TGCSA, 2014, n.p.):

- A guest lodge is "an accommodation facility providing full or limited service, located in natural surroundings beyond that of an immediate garden area, without any game and within an urban setting";
- A country lodge, is "an accommodation facility providing full or limited service, located in natural surroundings beyond that of an immediate garden area, without any game and within a rural setting";
- A game lodge, is "an accommodation facility providing full or limited service, located in natural surroundings beyond that of an immediate garden area, with game".

HOMESTAY

A homestay is defined as a private home offering accommodation to paying guests, for example, when a holiday or other period is spent staying in the home of another family (Hamzah, 2008; Pusiran & Xiao, 2013).

SELF-CATERING ESTABLISHMENT

"Self-catering accommodation styles for exclusive use include apartments – unit/s within a multi complex dwelling and villas – free standing residential dwellings. A self-catering property is your home away from home. It usually offers guests a sole occupancy unit consisting of one or more bedrooms and self-contained public areas for example kitchen, dining area and lounge" (TGCSA, 2014, n.p.).

HOTEL

The TGCSA (2014, n.p.) defines a hotel as an establishment that "provides formal accommodation with full or limited service to the travelling public. A hotel has a reception area and offers a dining facility. A hotel must have a minimum of four rooms".

In the various categories provided above, the TGCSA lacks consistency in describing various types of establishments and uses subjective descriptions in some cases for example in reference to self-catering accommodation, the term "your home away from home" (TGCSA, 2014, n.p.) is used. In the case of a country house, the terms "situated in … peaceful surroundings" (TGCSA, 2014, n.p.) is used while more objective descriptions are used in other cases for example a hotel is described very specifically as an establishment that "provides formal accommodation with full or limited service to the travelling public. A hotel has a reception area and offers a dining facility. A hotel must have a minimum of 4 rooms" (TGCSA, 2014, n.p.).

For the purposes of this study, SAEs are defined as all types of tourism accommodation with 20 rooms or less, which includes bed and breakfasts, guest houses, lodges, farmstays and small hotels and other types of establishments that provide short-term overnight accommodation to paying guests. The validity of this definition will be assessed during the data collection phase of the research. Accommodation establishments only were selected for the research, as opposed to tourism SMMEs in general to reduce complexity of research and to focus research on a central theme (Collis & Hussey, 2013; Mouton 2011). This approach ensured results that are comparable to other research done on hotels and accommodation and the role the accommodation sector plays in delivering a more sustainable tourism industry (Collis & Hussey, 2013; Mouton 2011). SAEs are unique in that they primarily sell bed-nights, while other types of tourism SMMEs sell seats (for example tour operators) or activities.

2.5 The role of smaller accommodation in the tourism sector

Despite varying definitions for smaller accommodation establishments (SAEs), it is recognised internationally that smaller tourism businesses play a critical role in the achievement of tourism industry sustainability, as they are perceived in many instances as a catalyst for local economic development and growth, especially in rural areas. According to Bastakis *et al.* (2004, p. 2):

> In every European country small, independent and flexible accommodation establishments dominate the market, and play a vital role not only in structural terms but also in terms of contribution to national and European GDP and to tourism employment. SMTEs [small to medium tourism enterprises] provide a very diverse range of tourism products and services, facilitate rapid infusion of tourism spending into local economies, while in leisure tourism they usually shoulder the distinctive function to offer a local character to the increasingly homogenised tourism packages.

In their article on the factors that contribute to the business success in the services industry, Montoro-Sánchez *et al.,* (2008) highlighted that in the European context, small and medium-sized enterprises are critical contributors to the tourism industry as a result of 1) their contributions to employment, 2) their distribution of wealth, 3) their economic value, as well as, 4) being viewed as more innovative than larger businesses. Wood (2007) argued that there is great potential for sustainable development of tourism in developing countries (or Lesser Economically Developed Countries[1] – LEDCs). Due to the nature of tourism, i.e. where the customer 'buys' directly from the place visited, tourism presents better opportunities for small businesses to participate through uniqueness of offerings. As part of their *One Billion Tourists: One Billion Opportunities* campaign, the UNWTO (2012) highlighted several actions that tourists can take to help the tourism industry become more sustainable. These included respect for local culture and heritage as well as buying local goods when travelling. This implies greater opportunities for small businesses.

Is the role that SAEs play in the tourism sector in South Africa recognised in terms of its potential contribution to sustainable growth and development of the tourism sector? Environmental protection, social equality and economic value are key elements of SANS 1162:2011. Key focus areas of the South African National Department of Tourism (NDT) include service excellence, universal accessibility, women in tourism and tourism grading, as highlighted in the National Tourism Sector Strategy (NDT, 2011). However, little distinction is made between the roles of Small, Medium and Micro Enterprises (SMMEs) and SAEs and the role of large business, especially tourism businesses in rural South Africa. The South African Tourism Marketing Growth Strategy of 2008 – 2010 (2008), identified eight key areas of delivery which contribute to sustainable growth across the industry, i.e. transformation, safety, product and SMME, marketing and branding, quality assurance, incentives and investments, transport and skills and service levels.

However, it has also emerged that the true contribution of small tourism businesses – and in particular small accommodation establishments – to the South African tourism economy is not well understood. Not enough emphasis has traditionally been placed on the development of the smaller tourism business sector as a stand-alone economic sector. In Statistics South Africa's presentation of tourism statistics, little effort is made to reflect the various types of businesses in accommodation (Stats SA, 2014c). As an example, the breakdown of accommodation in December 2014 (Stats SA, 2014c, p. 4) has been extracted in Table 2.4, with figures following similar trends for 2015 (Stats SA, 2015b). Guest houses and guest farms form a category of their own, while the category "other" includes lodges, bed and breakfasts and self-catering accommodation. Based on the 2013 numbers presented in Table 2.4, the collective contribution of these two categories was 44.9% of total stock (stay units) and 38.3% of total income. There is no indication as to how each category is defined or how the definitions relate to the definitions provided by Statistics South Africa. The publication also states that statistics of businesses not registered for income tax and / or VAT were excluded from the data.

[1] LEDCs have been used as abbreviations for "Lesser Economically Developed Countries", "Least Economically Developed Countries" and "Less Economically Developed Countries" in various sources. They are all used as synonyms in this research.

Table 2.4: Statistics South Africa accommodation 2014 occupancy (Stats SA, 2014c, p. 4)

Dimension	Hotels	Caravan Parks & Camping Sites	Guest houses and guest farms	Other#	TOTAL
Stay units available (millions)	60.1 million	5.6 million	11.5 million	42.1 million	119.3 million
% Contribution	50.4%	4.7%	9.6%	35.3%	
The data provided in the rows above shows that together guest houses and guest farms (9.6 %) and 'other' (35.3%) contributed 44.9% of total stay units available in the industry					
Occupancy	55.6 %	52.4 %	57.7%	44.8%	-
Total income generated - accommodation only	R1,096.7 million	R52.3 million	R142.1 million	R573.7 million	R1,864.8 million
% Contribution	58.8%	2.8%	7.6%	30.8%	
The data provided in the rows above shows that together guest houses and guest farms (7.6 %) and 'other' (30.8%) contributed 38.3% of total income generated in the industry					

*Includes income generated from rooms sold, restaurants and bars and other income

#Other accommodation includes lodges, bed and breakfast and self-catering enterprises

According to the 2012 survey undertaken by the NAA-SA as well as subsequent surveys by the STPP, as many as 25% of accommodation establishments across South Africa are not operating as registered businesses (Glen, 2012; STPP, 2016). This number may be higher if consideration is given to the possibility that not many un-registered businesses would be willing to participate in surveys. Many businesses operate as sole proprietors, and income tax, if recorded, is recorded on personal profiles. Large hotel groups, on the other hand, are much less likely to be able to 'operate under the radar', as they often form part of larger hotel groups, many of which are listed on the Johannesburg Stock Exchange. Hotels that are part of a group (or chain) are more likely to have resources to implement sustainability practices (Rahman, Reynolds, & Svaren, 2012). The larger hotels are also more likely to supply intelligent data, which are generated for comparative analyses internally, but also for annual returns that are required by the South African Revenue Services (SARS).

Tourism industry stakeholders have in the past rather dismissively referred to SAEs as the "Moms & Pops" of the industry (TBCSA, 2013), but it is clear that the value that this sector of the industry carries within the industry is not well defined or well researched. Very little literature is available that attempts to quantify the number of jobs created by accommodation establishments – and in particular SAEs – in South Africa. International examples estimate this number at between 2 and 3.3 direct jobs per room (United Nations, 2007). An opportunity therefore arises to relook at the contribution of smaller tourism business to the overall South African tourism industry and how to effectively engage with this sector. Some of the key themes that have emerged from the research of Kelliher, Foley and Frampton (2009) in the context of smaller tourism business development include:

- The need for more flexible and accessible development programmes that specifically target the learning needs of the small tourism business;
- The need for extended but localised support networks within the smaller tourism sector to assist tourism businesses with skills development;
- The need to provide training in a location that is suitable to the trainee rather than that of the trainer;
- The need to involve different stakeholders in the training rather than the individual business only, thus facilitating the development of a greater understanding of the needs of the small tourism business;
- The need to develop continuous training interventions, both formal and informal, thus facilitating improvement over time;
- The need to take into consideration cultural, social and economic background of the smaller tourism businesses and their staff.

While the focus of this study is not to define the actual contribution of the smaller accommodation sector to the overall tourism industry, the preceding review of literature emphasised the importance of the sector, the fact that it needs to receive more attention, and that the significance of this research and future research within this sector cannot be underestimated.

2.6 Industry sustainability analysis – Porter's Five Forces Model

As outlined in the introduction to this chapter (section 2.1), Michael Porter's Five Forces model was selected as an appropriate analysis framework to gain insights into the sustainability of the smaller accommodation sectors. Porter (2008) used the term "sustainability" in the context of the long-term survival of companies and industries. According to Porter (2008), there are five key determinants of business sustainability:

1) **The threat of new entrants / barriers to entry**

This force describes the relative ease with which new entrants could participate in the industry, in this case the smaller accommodation sector. It must be noted that for this research, the barriers to running successful tourism businesses, rather than specific barriers to entering the industry were also considered. Factors noted for this research include government policy (for example by-laws and incentives), start-up cost and access to distribution (i.e. access to tourism markets).

2) The threat of substitutes

This force describes the relative ease for buyers (i.e. the tourist) to switch between service providers (i.e. accommodation establishments) and the presence of substitutes in the market place.

3) The bargaining power of suppliers

This force describes the relative impacts that suppliers have on the efficient and cost-effective running of operations. In the smaller accommodation sector, this typically includes utility cost and other operational costs (for example insurance costs, licences and guest amenities) that are critical to providing the relevant quality services expected. For the purposes of the analysis, government as a provider of an enabling environment for thriving business has been included here.

4) The bargaining power of buyers

This force typically includes the specific requirements of the buyers (i.e. tourist requirements), which need to be met for businesses to continue attracting more buyers.

5) The intensity of rivalry among competitors

This force describes factors such as the growth rate of the industry, differentiation in products (i.e. accommodation establishments) and diversity of competitors.

The smaller accommodation sector is viewed as a “sub-industry” or sector of tourism, for the purposes of this research. In doing this, qualitative and quantitative analysis can be contextualised within a rigorous strategic framework, as outlined above. The following section of the literature review focuses on populating the five dimensions of Porter’s Five Forces Model. An understanding of the internal and external factors that need to be considered by SAEs in the context of the Porter’s Five Forces Model could contribute greatly towards understanding the barriers to sustainable tourism and emphasise strengths and weaknesses within this sector. This would contribute towards identifying possible frameworks to help guide the implementation of sustainable tourism practice. Porter’s Five Forces analysis is followed by a short conclusion on the relative competitive position and level of sustainability of the current South African small accommodation establishment ‘sub-industry’ or sector.

2.6.1 The threat of new entrants / barriers to entry

According to Fleischer and Felsenstein (2004), whose research is focused on Israel, the barriers to entry into the smaller tourism sector are relatively few. They found in previous research that while the entry into the market of SMMEs is equated to job creation and local employment opportunities, the creation of incentives and an enabling environment by local governments does not follow suit. Furthermore, SMMEs entering local areas are often met with criticism, as they create mainly seasonal work opportunities, pay low wages, put pressure on local infrastructure and are too small to have meaningful impact on local economic and environmental advancement. For SAEs, specific barriers to entry as well as barriers to remaining sustainable were:

a) Start-up costs for smaller tourism businesses;
b) Government policies, legislation and incentives for sustainable tourism implementation;
c) Access to markets for smaller tourism businesses; and
d) The level of competitiveness amongst smaller tourism businesses.

Each of these barriers is described in more detail below.

a) Start-up costs for smaller tourism businesses

“Tourism is a sector characterised by heavy front-end investment with only a slow build-up of returns” (Cleverdon, 2010, p. 15). To start an accommodation establishment requires relatively high capital investment in construction or refurbishment, furnishings, electronics, appliances and décor among others. Cheng (2013) showed that to achieve optimum economies of scale, hotels larger than 500 rooms are the most cost-efficient in terms of start-up cost vs. operational cost for urban environments.

In South Africa, the relative ease of starting a small accommodation establishment has been debated. In a survey conducted by the STPP in 2012, it has come to light that guest house owners and managers believed that red tape, lack of local government knowledge, lack of information available and unexpected costs had made the journey to starting a guest house or a B&B much more difficult than initially envisaged (Glen, 2012). These findings were re-iterated in the tourism industry workshop during Sustainability Week 2013 (Glen & Du Toit, 2013). For an entrepreneur looking at starting an SAE, the prospects of success can become discouraging once all costs, compliance requirements and processes are more clearly understood (Business Partners, 2015). According to SEDA (n.d.), before an accommodation establishment can do business, it needs to have plans approved by Town Planning Department within the local municipality. Once this is achieved, a business needs to be registered and a trading licence needs to be obtained. Then, it is required that an establishment “register with the regional Services Board and with Inland Revenue as a business sole proprietor, close corporation (cc) or private company (Pty)” (SEDA, n.d. paragraph 3). Guest houses and SAEs are businesses that require fully functional and quality infrastructure and furnishings as opposed to, for example, a small consultancy firm that can be home-office-based with minimal cost input. Before an accommodation establishment can open its doors for operation, some costs need to be considered in addition to building, renovation and furnishing. Examples of some of the costs that a guesthouse would typically incur within the first year are illustrated in Table 2.5. The list of items selected was obtained from Business Partners (2015), GHASA (n.d.), the TGCSA (2014), the TGCSA 2015 and Kokt (2012). Further assumptions for the purposes of modelling these costs were:

- Location: Gauteng
- Number of rooms: 10
- Number of full time staff: 6
- Room charge per night: R750
- Annual turnover: Less than R5 million
- TGCSA star grading: 3 Star
- Number of television sets: 7 (one per room and one for staff or communal areas)
- Meals provided: Breakfast and supper (application for a liquor licence requires R500 administration fee as well as a R2,000 application fee in addition to the licence fee)

It is clear from the Table 2.5 that the cost considerations for a small establishment can be substantial. The costs provided, if added, range between R463,212 and R634,320 in start-up costs excluding any construction or renovations and furnishing.

Table 2.5: Start-up cost for the first year for a guest house*

Description	Cost range / estimate	Examples of source
Business registration costs#	R125 – R1,600	www.cipc.co.za http://www.registercompany.co.za/registerpty.html http://www.businessreg.co.za/
Bond repayments$	R38,601 - R52,860	Value of property R4 million (for purposes of bond repayments, interest rate of 10% over 120 to 240 months' repayment period are considered.
Purchasing a domain name and annual web hosting#	R1,000 – R2,000	https://www.domains.co.za/domain-registration https://www.registerdomain.co.za/
Rezoning (This can cost in the vicinity of R100,000 and turnaround times of as much 36 months)	R50,000 - R100,000	(SEDA, n.d., and M. Friedrich [Manna Development Consultancy (Pty) Ltd], Town Planner, personal communication, October 14, 2014).
Setting up a booking engine	R500	http://site.nightsbridge.com/pricing/
Website development and 3rd party web marketing#	R7,500 – R25,000	http://www.web-design.co.za/ http://www.sawebdesigner.co.za/web-design www.sitecreations.co.za/
Association costs (this could vary between R800 and R5,000 per annum depending on the association#	R800 – R5,000	www.naa-sa.co.za www.ghasa.co.za www.fedhasa.co.za www.satsa.co.za
Public liability insurance#	Unknown	
Building and structural insurance#	Unknown	
Staff costs	R200,000	(SA News, 2015) – based on published minimum wages for the hospitality sector
Quality assurance costs#	R3, 250 - R3,457	https://www.aa.co.za http://www.tourismgrading.co.za
Television Licences#	R1,855	www.sabc.co.za
Liquor Licences#	R7,300	https://www.thedti.gov.za/
Occupational health & safety inspection costs#	Unknown	
Fire and safety equipment#	Unknown	

* Estimates as at June 2015 # Optional costs $ Dependent on availability of funds

Many of these costs are optional based on the choices made by the owner, availability of funds and willingness to take risks. The implementation of actions such as quality assurance and public liability insurance will improve the small business's competitiveness and reduce its overall risk of operation. However, increased cost requires better access to finance. "The tourism industry is traditionally seen as a risky industry to invest in" (Lengefeld, 2015, n.p.). Various studies have shown that the accommodation establishments (for example hotels and guesthouses) are some of the highest bankruptcy businesses worldwide (Mizdrakovic, Knezevic, & Stanic, 2015; Kitsios *et al.*, 2015). Internationally, there is an increase in the number of young graduates starting their own businesses in, amongst others, the tourism industry (Nabi, Walmsley, & Holden, 2014). Reasons cited include the lack of availability of jobs in the market. Amongst the factors negatively affecting start-ups is the availability of finance (Nabi, Walmsley, & Holden, 2014) and human capital (i.e. appropriate knowledge and experience) (Kessler 2009; Rogerson 2007). Cleverdon (2010) further found that in the Southern African Development Community (SADC) region, which includes South Africa, access to funding for tourism businesses has traditionally been problematic. Investors are sceptical about tourism businesses' potential of yielding a good return on investment and therefore see tourism as risky (Cleverdon, 2010). Funding of projects is governed by strict success criteria and there is a need to assist tourism entrepreneurs to clearly articulate the business case for investment (Cleverdon, 2010).

The 2011 Global Green Economy Report (GER) chapter on tourism deals with, amongst others issues, the levels of green investment currently in tourism, key issues facing the industry's adoption of sustainable practices and the resulting growth expected. The report highlighted that sustainability in tourism can only be achieved through significant investment in the smaller business sector (UNEP, 2011). UNWTO Secretary-General, Taleb Rifai, stated that tourism represents 10% of global GDP, yet attracts less than 0.01% of development funding (Rifai, 2015). This, by implication, means that small businesses in the tourism sector also have less potential to access development finance. While the NTSS implementation is critical for South Africa to become a top 20 tourist destination by 2020, the industry acknowledges that this can only be achieved through strong collaboration amongst stakeholders and investment in the small, medium and micro enterprise (SMME) sector within tourism, which includes SAEs (NDT, 2011).

According to the World Economic Forum (WEF), South Africa Travel & Tourism Competitiveness Index (TTCI), South Africa ranked 48th in the world by the time the annual report was released in 2015, up from 66th in 2011 and 64th in 2013 (WEF, 2013). The TTCI measures "the set of factors and policies that enable the sustainable development of the Travel & Tourism (T&T) sector, which in turn, contributes to the development and competitiveness of a country" (WEF, 2015, p. viii). While an in-depth analysis of the WEF TTCI falls outside the scope of this research, it was noted that in 2015, South Africa (while aware of catalytic role for tourism in economic development) was still falling behind other countries in the region in terms of implementation of tourism policies (WEF, 2015). In the 2015 report, the WEF indicated that South Africa's strengths lie in cultural resources, a positive business environment, little red tape, few administrative barriers and good infrastructure compared with other regions (WEF, 2015). The National Tourism Act (Department of Tourism, 2014), which was gazetted in April 2014, regulates the implementation of the NTSS, including the implementation of responsible tourism by government, and will therefore by default place greater emphasis on SAEs.

b) Government policies, legislation and incentives for sustainable tourism implementation

Worldwide, many attempts have been made to stimulate the voluntary adoption of sustainable tourism practices through the establishment of various guidelines and policies by governments and policymakers (Maxim, 2014). M. Hall (2011) presented sustainable tourism as a relative paradox: on the one hand, the concept of sustainable tourism has been well entrenched in academia, governments and business, while on the other hand, tourism continues to have a negative environmental impact worldwide. M. Hall (2011) further showed that sustainable tourism was a core theme in both public and private policy making in tourism globally, but cited evidence that whilst the uptake of sustainable tourism has increased at policy level, the ecological impact, which is a key indicator for sustainable tourism development, is also on the increase. Some examples of these impacts mentioned are that tourists travel longer distances resulting in increasing carbon dioxide (CO_2) emissions, the increase in plant invasions and tourism numbers in Europe and North Africa and the increased biodiversity risks as a result of increased tourism arrivals. M. Hall (2011) therefore called for a relook at this approach, with more emphasis on protection of “natural capital”. The concept of a “steady-state economy”, which quantifies the extent to which economic development is dependent on natural capital, is introduced by M. Hall (2011). “Such an approach focuses on economic sufficiency as well as economic efficiency. The sufficiency approach aims to slow the rate and amount of consumption via a mix of market and regulatory mechanisms” (M. Hall, 2011, p. 662).

Buckley (2012) suggested that the international tourism industry is not yet close to achieving sustainability, and that regulation will be the main driver for improvement, rather than specific market measures. Research into the extent to which policies have been formulated and used in Europe (and in particular Spain) to support sustainable development in the industry shows that “the institutional initiatives arising from development and tourism policies have had a decisive role in the creation and acceptance of the concept of sustainable tourism” (Torres-Delgado & Palomeque, 2012, p.1). Torres-Delgado and Palomeque (2012) believed that ongoing debate about the definition of sustainable tourism has prevented sufficient practical implementation thereof. Whitford and Ruhanen (2010) studied the impact of tourism policy formulation on indigenous tourism in Australia. While Australia’s history and culture differs from that of South Africa’s in many ways, interesting conclusions were drawn, which should be considered within a framework for sustainable tourism implementation in South Africa, as this could significantly contribute to the formulation of the cultural and social elements of sustainable tourism. Australia’s government recognised the growth in indigenous tourism in the 1980s, but it only established mechanisms to investigate the impact on employment and to formalise this sector as part of the tourism industry in the 1990s. Through the formulation of the National Aboriginal and Torres Strait Islander Tourism Industry Strategy (NATSITIS), Australia was set to develop indigenous tourism and provide indigenous people with opportunities to utilise their cultural and historical identities as a means to economic growth. However, in the early 2000s it was recognised that the development of indigenous tourism and main stream tourism required collaboration amongst the stakeholder groups, as more and more international tourists to Australia engage in at least one indigenous tourism activity. An analysis of more than 35 tourism policies formulated since the 1990s shows that the majority of policies focused more on the economic impacts of tourism and less on the environmental and social impacts (Whitford & Ruhanen, 2010). From an economic perspective, many alignment issues exist amongst intergovernmental policies, for example economic development policies, taxation policies, conservation policies, land use policies and tourism development policies at both national and local level (UNWTO, 2013). Issues such as high taxation levels (Whitford & Ruhanen, 2010), high labour costs (Earle, 2008; UNWTO, 2013) and high compliance costs (Earle, 2008) have been cited as threats to sustainability of tourism products and destinations. Similar findings have been highlighted in other studies within both developed and developing economies globally (Aall *et al.,* 2015; Ruhanen *et al.,* 2015; Sharpley, 2000). From an environmental perspective, Dinica (2006) found that while tourism negatively impacts ecological and biodiversity factors, permit systems were implemented inconsistently by various provincial governments and little to no consideration was given to the cumulative impacts of multiple tourism products in relation to the carrying capacity of areas.

UNEP and UNWTO (2005) have developed a comprehensive guide for the use of governments and policymakers to develop their own Sustainable Tourism Policies. This guide is provided to assist governments to align their own development strategies to a common set of principles, and considers aspects such as:

- Long-term tourism planning considering global and local impacts;
- Multiple stakeholders and their roles;
- Resource usage, preservation, conservation and using alternative approaches;
- Quality of tourism destination and product;
- Environmental, social, cultural and economic impacts;
- Risk and risk mitigation; and
- Climate change.

The UNESCO World Heritage Sustainable Tourism Toolkit (UNESCO, n.d.) also provided guidelines for the development of sustainable tourism strategy aligned to sustainable development principles.

Muangasame and McKercher (2015) speculated that policy is not always written to support “real change” and show “real commitment to act” (p.500).

As discussed in Chapter 1, the NDT has positioned South Africa as leader in responsible tourism through its efforts in creating the NTSS, SANS 1162:2011, the Tourism Act of 2014 as well its support for the implementation of the SANAS process. It is therefore evident that the NDT sees SANS 1162:2011 and the regulation created around it as a tool to implement the NTSS within the accommodation sector. However, no evidence could be found that the implementation of sustainable tourism in South Africa is happening at a mass scale, or that entire communities are being targeted or clustered. Municipalities across South Africa still grapple with the delivery and maintenance of basic infrastructure required for the tourism industry to prosper. Municipalities often lack resources, skills and capacity to deliver against tourism and non-tourism requirements, and are very often unable to address long-term sustainability as their focus is on addressing immediate social needs (SALGA, 2015).

Mitchell and Ashley asserted that tourism master plans for Africa are often donor funded and consultant determined. Such plans recommend the pursuit of “up-market tourists and all-inclusive resorts” (Mitchell & Ashley, 2012, p.123). A key shortcoming identified in tourism master planning is the lack of inter-sectorial linkages and unclear policy recommendations (Mitchell & Ashley 2012). Tourism development has therefore received little meaningful funding support. However, the commitment of the Department of Cooperative Governance and the National Department of Tourism, as well as other spheres of government in South Africa, to support sustainable tourism implementation and development was highlighted during the 2015 Local Government in Tourism Conference that was held in Ekurhuleni in late March 2015. It was noted that government has an obligation to ensure integrated municipal development and improvement within clusters, implement incentives that will encourage growth in the sector and that it is government's responsibility to ensure that tourism productivity is enhanced through the efficient removal of infrastructure, resource and regulatory barriers at local community levels (SALGA, 2015). The White Paper on the development and promotion of tourism in South Africa (DEAT, 1996), the Guidelines for Responsible Tourism Development (DEAT, 2001) and the Sustainable Tourism for Development Guidebook (UNWTO, 2013) all provide guidelines for various role players in sustainable tourism policy development. However, these guidelines are typically very high level and lack meaningful practical application examples.

c) Access to markets for smaller tourism businesses

In line with the definition of sustainable tourism adopted for this research, the ability to access markets is a key component of the sustainability of SAEs. However, as outlined in the paragraphs below, there are a number of challenges facing SAEs' ability to continue accessing markets, including communication infrastructure and access, ineffectiveness in existing marketing organisations, fragmentation in marketing efforts, crime and security as well as inadequate focus on growing the domestic market.

Access to market for tourism SMEs remains a challenge in Less Economically Developed Countries[1] (LEDCs) because of lack of access to adequate communication infrastructure as well as a lack of education and high cost of acquisition, amongst others (Carlisle *et al.*, 2013). "Research shows that SMEs with a website are far more likely to be highly profitable than those without" (Goldstuck, 2012, p. 43). One of the top "critical success factors" for small hotels is the use of Internet (Avcikurt, Huseyin, & Oguzhan, 2011). While electronic sources, including websites, social media and mobi-sites are becoming the norm for tourism marketing (UNWTO, 2014), much of Africa still does not have access to decent infrastructure, including telecommunications (Spencer *et al.*, 2014). Considerable research has been done on the benefits of – and barriers to – having a web presence, whether through email or a website. The analysis of these factors is not within the scope of this research, but it must be noted that the lack of wide adoption of these technologies presents challenges for the smaller accommodation sector in remaining competitive and growing sustainably. By 2011, South Africa's Internet penetration still fell behind that of many other emerging African region countries including Nigeria, Egypt, Kenya, Mauritius and the Seychelles. Fixed line infrastructure was available in most urban areas, but not in rural areas, where cellular phone penetration has been more widespread. However, one of the main reasons cited for the low penetration levels and adoption of available options is the cost of access.

[1] LEDCs have been used as abbreviations for "Lesser Economically Developed Countries", "Least Economically Developed Countries" and "Less Economically Developed Countries" in various sources. They are all used as synonyms in this research.

With the lack of access to cellular phones (mobile phones) and the web, smaller tourism businesses and accommodation establishments are still reliant on other methods of gaining access to market, for example through local tourism organisations and associations, trade shows and personal relationships (Primorac, Smoljić, & Bogomolec, 2012). The major function of local tourism organisations (LTOs) and local tourism associations (LTAs) in South Africa is that of tourism marketing at a regional and local level respectively. These organisations are mandated by the Tourism Act (1993), but according to various sources they are still mostly ineffective, with only a few exceptions. According to the NTSS (Department of Tourism, 2011, p. 29),

> there is often a lack of communication and collaboration among different sub-sectors of the private sector; among the different spheres of government responsible for tourism, and between dedicated government tourism entities and the various government entities that have an impact on the tourism industry.

The NTSS (NDT, 2011, p. 15) identified "fragmentation in planning, branding and marketing amongst government, local government, provinces and cities" as an ongoing challenge for the industry as a whole. These findings were also supported by the Department of Labour Sector Studies in Tourism (Earle, 2008). The many options available to accommodation establishments to access markets not only come at a price and require communications infrastructure, but also result in fragmentation of marketing efforts. There are literally hundreds of privately owned online booking facilities, for example SafariNow.com[1], SA-Venues[2], SAPlaces[3], Where to Stay[4] and Lekkeslaap[5] to name but a few. In addition, many towns have their own websites, while the TGCSA[6] and SA Tourism[7] also have their own websites. Very little effort has been made to combine efforts and to utilise economies of scale to not only promote individual businesses, but also routes and destinations collectively. While some efforts exist, for example the Garden Route[8], the Midlands Meander[9], the N12 Treasure Route[10] and Open Africa[11], these efforts pull the industry in different directions, without an umbrella objective of promoting South Africa as a holistic tourism destination where every business and community has a key role to play in the growth of the local tourism economy.

According to the Business Monitor International Report (BMI, 2015), South Africa's largest source markets for international arrivals are still the low-income nations from Africa such as Lesotho, Zimbabwe and Mozambique – in other words, they involve cross-border travel. BMI (2015) stated, however, that

---

[1] http://www.safarinow.com/
[2] http://www.sa-venues.com/
[3] http://saplaces.co.za/
[4] http://wheretostay.co.za/
[5] https://www.lekkeslaap.co.za/
[6] http://tourismgrading.co.za/
[7] http://southafrica.net/
[8] http://www.gardenroute.co.za/
[9] http://www.midlandsmeander.co.za/
[10] http://www.n12treasureroute.com/
[11] http:// www.openafrica.org/

the most important international tourist source markets (or arrivals from overseas countries excluding Africa), measured by tourism spend, were from Europe, Latin America and Asia. While these markets are steadily growing, the South African tourism industry is still marred by crime and security issues which pose concerns for potential visitors from overseas markets. In addition, ongoing load shedding and power shortages reduced confidence in tourism (BMI, 2015). According to WTTC (2015), while South Africa's domestic tourism spend has been maintained in the vicinity of 54% over the past five years up to 2015 and that domestic tourism is by volume growing rapidly, the country is facing a number of key challenges, including:

- The lack of a focus of resources to grow the domestic market;
- Economic constraints such as affordability of tourism products by domestic tourists coupled with recent years' economic down turn;
- Social constraints such as the lack of knowledge and awareness about travel opportunities and the lack of a sense of belonging at tourism destinations; and
- The lack of tourism development capacity (resources and infrastructure) at local government level.

The WEF developed a Travel and Tourism Competitiveness Index (TTCI), which is aimed at measuring the relative competitiveness of countries worldwide (Ringbeck & Pietsch, 2013; Crotti & Misrahi, 2015). Of the more than 140 countries included in the WEF analysis, South Africa achieved an overall ranking of 48th in 2015, up from 64th in 2013 and 66th in 2011. While there are a number of positive impacts (for example policy developments and property rights) that have increased South Africa's overall competitiveness over the past four years, the same types of concerns raised by the WTTC remain for example safety and security and poor health within the labour market. South Africa introduced stringent visa requirements in 2014 / 2015, which resulted increased pressure on tourism from travel restrictions. Increases in fuel prices and airport taxes were also cited as reasons for reduced competitiveness in South Africa in the 2013 report.

It is therefore evident that a number of systemic issues such as crime, fragmentation in marketing efforts, lack of focus and lack of emphasis on the long-term sustainablility of the industry and lack of cross-sectorial policy formulation impact negatively on SAE's ability to access marketes.

d) The level of competitiveness amongst smaller tourism businesses

The competitiveness of individual businesses is traditionally viewed as a factor of strategic positioning (differentiation), price (perceived value for money), resource availability, resource capacity and focus (Porter, 2008). However, there is a growing recognition that a different set of rules apply to tourism, as tourism is not simply about filling beds in a hotel room, but rather the creation of an experience, which requires more focus on the customer (traveller/tourist), quality of offering as well as innovation (Earle, 2008; Kokt, 2012). In other words, accommodation is one service provided within the tourism value chain that contributes to an overall tourism experience. A study undertaken in Spain showed that the key attributes that increase the competitiveness of accommodation establishments include: 1) external factors, for example the attractiveness of tourism assets shared by the establishments situated in geographic proximity and the attractiveness of the general environment of the region; and 2) internal factors for example specific capabilities and financial resources (Camison & Fores, 2015). The study further found that the size of an accommodation establishment does not impact its relative competitiveness, while the capabilities built over a period does have a positive impact on sustainability (Camison & Fores, 2015). The emerging focus on the development of tourism routes, tourism destinations and clusters of tourism businesses to create collective competitiveness is therefore supported by the above research. Further, a study done on smaller tourism businesses in Croatia showed that the traditional determinants of competitiveness are obsolete and that

> SMEs need to apply new ways of thinking and new approaches in order to prosper. Adapting to newly emerging circumstances involves numerous challenges and risks, making it necessary for SMEs to connect based on mutual interests. The most appropriate solution can be found in the formation of clusters SMEs aspire to establishing competitive advantages both within their own cluster – in which certain enterprises emerge as competitors, purchasers, and/or suppliers – as well as with other clusters. (Meler *et al.*, 2005, p. 443)

These findings were also supported by Carlisle *et al.* (2013).

In South Africa, the development of routes and destinations has traditionally mainly focussed on collective marketing, and not necessarily on the development of competitiveness through integrated planning and development. The success of two specific routes, i.e. the Midlands Meander and the Cape Winelands Route has been attributed to consistent marketing efforts as well as the interaction between tourism and agriculture along the routes (Lourens, 2007). Case studies presented by Lourens (2007) also indicated that the key success factors for competitive routes include, amongst others:

- Close working relationships between public and private sector stakeholders;
- The existence of a common vision supported by empowered communities;
- Appropriate and consistent messaging, branding and signage;
- The quality of visitor centres;
- The diversification of product supply to include for example hiking and cycling trails; and
- Investment funding supported by robust data and analysis.

In 2014, the Minister of Tourism, Mr Derek Hanekom, signed a letter of endorsement for the N12 Treasure Route Association (N12TRA). The aim of the N12TRA is to develop an entire route of 1,350 km, directly impacting 38 towns, through integrated planning, development and marketing efforts (Hanekom, 2014). The models that would be utilised for creating competitiveness and local economic prosperity in each town are based on the work done through a partnership formed by Ranyaka

Investment Management Company and the STPP in Magaliesburg through the Magaliesburg Development Initiative (MDI) (Olivier, 2014; Wiggil, 2014). The MDI strategy for creating competitiveness is driven by 1) tourism development; 2) agricultural and rural development; and 3) the spatial restructuring and regeneration of the town of Magaliesburg; 4) the conservation and management of all natural resources; 5) continuous management and provision of appropriate infrastructure and services; 6) establishing institutional arrangements; 7) community and skills development; and 8) investment facilitation (Olivier, 2014). All these are connected to the principles of sustainable tourism as outlined by the UNEP and UNWTO definition of sustainable tourism, i.e. "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNWTO, 2011, p. 11). It is clear, therefore, that accommodation establishments on their own or as a group do not make a destination more competitive. It is only when they perform a complementary function to other tourism and hospitality products, such as attractions and activities, that they can increase the competitiveness of a tourism offering. Within the current landscape, where SAEs focus mainly on internal factors of competitiveness, long-term sustainability will not be created. A clustered approach to create local, provincial (or regional) and national competitiveness will be required.

2.6.2 The threat of substitutes

This force describes the relative ease for buyers (i.e. the tourist) to switch between service providers (i.e. accommodation establishments), and the presence of substitutes in the market place. However, there is a multitude of possible substitutions for tourism spend, as travel is often deemed to be a discretionary expense, i.e. one that is only incurred when disposable income has met the basic needs of food and security (Dolnicara, *et al*., 2008; Yang, *et al*., 2014). In India, for example, an increase in discretionary spend from 30% in 2005 to 70% by 2025 is predicted, and travel has gained in household spend priorities (Baranwal & Vishwakarma, 2012). In the first instance, therefore, it is key to understand the possible alternatives to travelling to a destination rather than simply taking a view on the threat of substitution of a SAE. By implication, if discretionary spend is not directed at travelling in the first place, then the SAE will not have the potential to benefit from the spend either. However, very little research has been undertaken to understand the real substitutes to travel. Some of the factors identified that could make potential tourists divert their spending from travel, include the greater awareness of the impact of travel/tourism on the environment, greenhouse gas emissions and climate change (Roby, 2014). Tourists may reduce travel or find alternative destinations (Raybould *et al.*, 2014; Dwyer *et al.*, 2012) as the proliferation of technologies which replace the need for business and event travel continues to increase. Examples of such substitutes include teleconferencing and webinars.

In the second instance, an analysis is required of the substitutes available once the decision to travel to a destination has been made. A tourist considers several factors when selecting a place to stay, which present real threats to the SAEs. The number of alternatives available directly impacts the smaller accommodation’s chances of receiving a booking. These are considered below (Bansal & Eiselt, 2004).

- Reason for travel, for example leisure, shopping, business, sport or event tourism;
- Preferred destination (in the case of business, sport and event tourism, this is mostly pre-determined);
- Quality and safety requirements as well as “hygiene factors”;
- Preferred accommodation type for example large hotel, lodge, self-catering or guest house;
- Preferred additional services for example spas, gyms, transport, business facilities or family friendly;
- Experiential requirements for example urban, bush, rural, seaside, mountains and other activities;
- Affordability.

Depending therefore on the need, a tourist may select a large hotel, caravan and camping, a youth hostel, a boutique hotel, a homestay or others. The fact that South Africa is only one of thousands of destinations worldwide and that there are approximately 120,000[1] stay units available in South Africa to the more than 14 million tourists (Stats SA, 2014b) means that the threat of substitution is relatively high for the SAE[2]. The establishment that is unable to provide a compelling reason for the tourist to select their establishment above another for overnight accommodation therefore faces stiff competition. Some of these reasons could include differentiated marketing and price.

2.6.3 The bargaining power of suppliers

The bargaining power of suppliers refers to the relative impacts that suppliers have on the efficient and cost effective running of operations of SAEs. Every business can take decisions on which costs it will incur and which costs it will not incur, based on its budget as well as risks and benefits associated with that cost. For example, the decision not to have electricity in an accommodation establishment may reduce the reliance on a utility to provide the electricity consistently and at an affordable rate, but if the guest expects electricity as part of the offering, it will reduce the establishment’s ability to access certain markets. To provide for basic conveniences such as hot water for showers and lighting, the business will incur certain costs. An accommodation establishment owner may also decide to not grade the establishment, therefore reducing operational costs, while still appealing to the less quality aware tourist (or a tourist that is not aware of the meaning of star grading).

[1]According to STATS SA this number was comprised of 65,500 hotel rooms, 12,200 guesthouse rooms, 6,700 caravan/camping sites and 34,500 other types of accommodation in 2013 (Stats SA, 2014a).

[2] 120,000 stay units translates into 43,2 million stay units per annum (120,000x30x12). There seems to be a ratio of roughly three stay units, each which could have more than one bed, available for every one traveller. The accuracy of this data needs to be assessed in future studies.

In the smaller accommodation sector, key costs are typically staff cost (24%) (Stats SA, 2015c), utility cost and other operational costs such as insurance costs, licences and guest amenities that are key to providing the relevant quality services expected. It was noted previously that there are number of costs that a SAE incurs prior to starting operations (Business Partners, 2015).

In South Africa, the period since the worldwide recession of 2008 and escalating oil prices have placed a burden on smaller businesses in general as consumer inflation continued upward. Due to the complexity of operations within a SAE, operational costs are escalating, which has implications on overall sustainability (Ruiters, 2015). These include, but are not limited to:

- Annual business returns and bookkeeping (often undertaken by outsourced accountants);
- Bank fees and charges;
- Booking commissions and booking engine costs;
- Staff benefits for example medical aid, provident fund and unemployment insurance;
- Public liability insurance;
- Rates, taxes and utility costs;
- Licences, for example liquor licenses, Southern African Music Rights Organisation (SAMRO) and South African Music Performance Rights Association (SAMPRA);
- Security;
- Telecommunications and Internet access (free wi-fi for guests has become the norm for 3 star and up city-based establishments);
- Tourism Marketing South Africa (TOMSA) levies; and
- Tourism grading / quality assurance. (Ruiters, 2015)

Many of the costs and levies are industry-based and are determined by industry regulating bodies. Through industry associations such as the Tourism Business Council of South Africa (TBCSA), TGCSA, FEDHASA, Southern African Tourism Services Association (SATSA) and the Bed and Breakfast Association of South Africa (BABASA), the industry has many platforms available for collective bargaining and raising concerns about costs. The unionisation of labour within the tourism industry is still relatively limited, and as such, not yet impacting on the smaller accommodation sector. Two specific areas which have raised significant concern with regard to the costs of running SAEs, however, are 1) the cost of resources (excluding labour), and 2) unreliable service delivery for water and electricity (Aref, 2010; Vance, 2015; Ruiters, 2015; STPP, 2014), which by implication escalates the financial burden on accommodation owners and managers to find alternatives. This, in itself, is not an easy task, as accommodation establishments are relatively energy and water-use intensive businesses, as illustrated in Table 2.6.

The NDT has highlighted resource cost and reliability as a major threat to tourism in South Africa, and in October 2014, Minister Derek Hanekom, stated that resource efficiency would be a key priority for the NDT over the following five years (Hanekom, 2014). In February 2015, Minister Hanekom stated in a press release that incentives would be made available over the following five years to assist with resource efficiency in tourism, and while the first round will focus on state-owned entities such as SANParks and Robben Island, subsequent rounds would focus on the smaller tourism sector. This came about as an acknowledgement of the potential threat that escalating operational costs are posing to smaller tourism businesses (Hanekom, 2014).

In 2008, South Africa's utility provider, Eskom, experienced capacity challenges, being unable to consistently match demand with supply. As a result, South Africa was over the following 12 months exposed to intermittent load shedding, where large parts of the power grid were turned off temporarily to reduce demand (Ruiters, 2015; Vance, 2015). In addition, Eskom continued to increase electricity tariffs between 2008 and 2013 by an average of 22% per annum (Eskom, 2015). Considering that the inflation rate had fluctuated between 3 and 7 % (Trading Economics, 2015), the price increase for utilities far exceeded that of general consumer inflation. According to various guest house owners interviewed between 2009 and 2012, the load shedding negatively impacted their ability to deliver quality of service to tourists, while the energy tariff increases significantly impacted their operational costs and profit margins. Many businesses started to investigate alternative power solutions such as solar water heaters and energy efficient light bulbs (Glen, 2012b).

In 2011 Eskom launched the *49 Million* campaign, which was aimed at helping South Africans reduce their energy demand through the implementation of energy saving practices and conversions to more energy efficient technologies (Eskom, 2011). Through various incentive schemes and rebate programmes, as well as proactive participation in the NDT programmes, Eskom launched programmes through which to assist the tourism sector to reduce energy demands. In an interview with an Eskom representative, however, it was clear that Eskom had experienced various challenges to increasing the uptake among SAEs. While there are no specific studies that point to the actual uptake and successes of these incentive schemes, it would appear that one of the challenges that Eskom had was in the way it defined an SAE. At that point, Eskom had established different incentive programmes for guest houses and for private homes, each with their own qualification criteria. For guest houses to qualify, they had to be Value Added Tax (VAT) registered businesses, else they would be deemed private homes. To qualify as a private home, properties had to be private homes and not businesses. The challenge, however, was that many guest houses (as per the definition of a guest house) were private homes that offered accommodation. In addition, their turnover was less than the threshold for compulsory VAT registration. Some of these guest houses therefore applied for the private home incentive scheme. Eskom then did pre-qualification inspections, to discover that the property was in fact a guest house that did not meet the qualification criteria for guest houses or for private homes. As a result, the actual uptake of the programme was much lower than Eskom expected, and guest house owners experienced extreme frustration with the incentive programmes (Naicker, 2013)[1].

[1] Eskom was unable at the time to provide exact data, as they did not seem to keep detailed records. The commentary is based on interviews with programme leaders.

The National Cleaner Production Centre of South Africa (NCPC-SA) was tasked in 2012 to assist the tourism accommodation sector with converting to use more efficient technologies. In 2012, they commenced with a pilot programme which allowed them to assist ten accommodation establishments, through on-site audits and educational material, to reduce their energy consumption. By the end of 2013, the NCPC-SA had only expanded this programme to 30 establishments, and was in the process of assisting ten more businesses through a programme run by the NDT. The ten businesses were completed by March 2015. In the meantime, energy prices continued to escalate above inflation, and in late 2014 / early 2015, Eskom re-introduced load shedding across South Africa due to the late delivery of additional capacity (Vance, 2015).

After 2008, many accommodation establishments had opted not to convert to energy efficient technologies or had only partially implemented these, due to the actual cost of conversions and the availability of finance. A geyser conversion for a guesthouse could cost between R10,000 and R25,000[1], and for a 10-bedroom establishment, this might have a cost implication of as much as R125,000, depending on how many geysers needed replacement. A conversion to low energy light bulbs of approximately 50 bulbs, would entail a cost of at least R5,000, excluding the cost of labour or change of fittings, should this be required. In addition to low energy technologies, South African businesses had to face the added complication of back-up or alternative energy sources (to bridge energy demands during load shedding), which further increased the costs of conversions. The conundrum is that to invest in an alternative source of energy such as a back-up generator or photovoltaic panels, the higher the power demand, the higher the investment. It is therefore critical for establishments to first reduce their power demand through for example installing energy efficiency lighting and solar water heating, so as to reduce the alternative supply demand (Vance, 2015). The other option is to only let critical appliances and devices run on back-up power, which would require significant re-wiring efforts. Considering the complexity of the electricity demands in accommodation establishment, this is also not an easy option. Table 2.6 has been drawn up as an example of all the types of appliances and electronics that could be found in an SAE, and is based on the input from Vance (2015) and the STPP (2014).

[1] Note that this price within this range includes optional consulting fees to ensure the right types of technologies are installed, that the technologies have the correct warrantees and the correct capacity, technology costs and installation costs (which may include plumbing, electrical and structural adaptions to facilitate solar).

Table 2.6: Resource intensity of accommodation establishments

Product	Guest Rooms	Kitchen / Scullery	Recep-tion/Public Areas	Confer-ence Rooms	House Keeping	Laundry Rooms	Staff Areas	Garden Outside
Air conditioners	X		X				X	
Computers			X	X				
Cell phones chargers	X	X	X		X	X	X	
Credit card machines			X					
Decoders	X		X					
Dish washers		X						
DVD players / decoders	X		X					
Electric fences								X
Electric lawn mowers								X
Extractor fans		X				X		
Fax machines			X					
Fridges / bar fridges	X	X	X		X	X	X	X
Geysers	X	X	X		X	X	X	
Hair dryers	X							
Irons					X	X		
Kettles	X	X	X				X	
Linen rollers						X		
Microwave ovens	X	X					X	
Ovens	Self-catering	X					X	
Private Automatic Branch Exchange (PABX)			X					
Pool/fountain pumps								X
Printers			X					
Projectors / Audio Visual (AV) Equipment				X				
Security cameras		X	X	X	X	X		X
Sound systems	X		X	X				X
Stoves	Self-catering	X						
Televisions	X	X	X	X		X		
Towel rails	X							
Tumble dryers						X		
Vacuum cleaners					X			
Washing machines						X		

Source: STPP (used for own training materials and communications)

Another point to note in the context of the supply of services, is that the land-use zoning requirements for accommodation establishments differ vastly from municipality to municipality in South Africa. A short survey undertaken by the STPP in 2013 amongst SAEs, showed that there is a mismatch between the rates and taxes that SAEs actually pay and the rates and taxes associated with their current land-use zoning (STPP, 2014). While an in-depth analysis of the actual costs and implications of this zoning mismatch falls outside of the scope of this research, it is important to note that approximately 44% of the 163 establishments surveyed were paying higher rates than their current zoning required. The survey also showed that 70% of properties were not correctly zoned, which means that for them to comply to all governance, they would technically need to rezone their premises. This could pose significant risks to their future business sustainability, should local municipalities clamp down on zoning requirements, in addition to adding to significant business risks.

In pricing for grading, the Tourism Grading Council of South Africa uses a complex fee structure for accommodation establishments including Guest Accommodation (Bed and Breakfast, Guest House and Country House), Formal Accommodation (Hotel and Lodge), Self-Catering and Shared Vacation (plus an additional joining fee of R253). Table 2.7 illustrates the pricing based on average achieved daily accommodation rate per person per night, inclusive of VAT for different size establishments. While there is no clear definition on sizes of establishment provided, it would appear that the smaller establishments are paying relatively more for grading than their larger counterparts. While economies of scale need to be considered in the grading process, it nevertheless appears that SAEs are penalised. For example, Table 2.7 shows that:

- A five-room establishment with a room rate of between R1,001 and R1,500 would pay R3,505 for grading;
- A 350-room establishment with a room rate of between R1,001 and R1,500 would pay R10,806 for grading.

In other words, and as shown in the highlighted blocks in Table 2.7, when the number of rooms increases 70 times, the cost of grading increases less than 3 times.

Table 2.7: Tourism Grading Council of South Africa Fee Structure 2014/2015 (TGCSA, 2015)

No of rooms	R1-500	R501 -1 000	R1 001 -1 500	R1 501 -2 000	R2 001 -2 500	R2 501 -3 500	R3 501 -5 000	>R5 000
1	R1,959	R2,249	R2,701	R2,801	R3,016	R3,091	R3,179	R3,770
2-3	R2,111	R2,916	R3,330	R3,393	R3,455	R3,593	R3,644	R4,209
4-6	R2,953	R3,016	R3,505	R3,518	R3,581	R3,807	R3,895	R4,347
7-10	R2,991	R3,292	R3,644	R3,706	R3,895	R4,021	R4,134	R4,436
11-20	R3,292	R4,474	R4,599	R4,649	R4,712	R4,774	R4,812	R4,838
21-50	R3,518	R5,126	R5,479	R5,554	R5,754	R5,917	R6,195	R6,283
51-75	R5,616	R6,409	R6,722	R6,760	R7,188	R7,300	R7,426	R7,639
76-100	R5,969	R6,923	R7,049	R8,205	R8,328	R8,557	R8,670	R8,984
101-150	R6,069	R8,356	R8,858	R8,997	R9,046	R9,399	R9,927	R10,304
151-250	R7,526	R8,796	R10,203	R10,240	R10,304	R10,366	R10,404	R10,467
251-350	R9,701	R9,938	R10,617	R10,680	R10,769	R10,869	R10,944	R10,995
>350	R9,838	R10,440	R10,806	R10,932	R11,057	R11,309	R11,434	R11,786

Considering the potential number of SAEs in South Africa, the examples discussed above raise a concern that SAEs do not necessarily have strong bargaining power over suppliers. It is clear SAEs are faced with daunting challenges in bargaining with suppliers to keep operational costs down, but the fragmented nature the sector, which was illustrated in previous discussion, results in reduced capacity to negotiate better alternatives.

2.6.4 The bargaining power of buyers

The bargaining power of buyers, in the context of this study, refers to the requirements from tourists for SAEs to behave more sustainably and showcase their economic, social and environmental (triple bottom line) impacts, which in turn would impact travel choices.

*"*In LEDCs [Less Economically Developed Countries[1]], the collective bargaining power of SMEs to compete with large international tour operators and established ground tour operators and access

[1] LEDCs have been used as abbreviations for "Lesser Economically Developed Countries", "Least Economically Developed Countries" and "Less Economically Developed Countries" in various sources. They are all used as synonyms in this research.

tourism markets to their advantage is a major challenge" (Carlisle *et al.*, 2013, p. 59). According to the study referred to above, access to markets for tourism SMEs remains a challenge. It was also illustrated in the previous section that oversupply of stay units available poses a potential threat to SAEs. The ability, through availability of resources, of smaller tourism businesses to market themselves competitively, is therefore an indication that travellers still have a relatively high bargaining position in terms of the choices they make.

It has been noted that the formulation of sustainable tourism principles has been viewed as a "marketing ploy" and that sustainable tourism is often used as a "front" while most emphasis is still on the economic impact of tourism (Whitford & Ruhanen, 2010). However, there has been an increased awareness of sustainability principles in destinations amongst travellers worldwide, and demand from tourists to support establishments and destinations that are implementing sustainability practices is steadily increasing (CREST, 2014). It could therefore be deduced that those establishments that are behaving more responsibly, and are able to include their triple bottom line activities into their marketing messages, would have a higher chance of success.

The top five travel and tourism competitive enablers for developed and emerging economies are shown in Table 2.8, after Ringbeck and Pietsch (2013).

Table 2.8: Competitive enablers in developed and emerging economies

	Developed economies	Emerging economies
1	Affinity for travel and tourism	Environmental sustainability
2	Price competitiveness in the travel & tourism industry	Safety and security
3	Policy rules and regulation	Affinity for travel and tourism
4	Ground transport and infrastructure	Prioritisation of travel and tourism
5	Prioritisation of travel and tourism	Cultural reference

Source: WEF - How to Succeed as a Tourism Destination in a Volatile World (Ringbeck & Pietsch, 2013)

By 2015, however, the level of awareness of (and demand for) illustration of triple bottom line impacts by establishments to domestic and international tourists travelling to South Africa has not been conclusively established. In addition, as indicated in Chapter 1, the number of sustainability-certified establishments in South Africa has declined since 2012, despite the fact that environmental sustainability is cited as the foremost competitive enabler in emerging economies in this research.

To increase awareness of responsible tourism amongst SAEs and other tourism stakeholders, the NDT and the National Accommodation Association of South Africa (NAA-SA) undertook road shows between

June 2011 and June 2012, running workshops across South Africa on responsible tourism[1] related topics. As many as 1,000 people, including SAE owners, managers, municipal representatives and other tourism stakeholders, attended the workshops. During the workshops, information was provided on, amongst others, Eskom rebate programmes, Tourism Enterprise Partnership (TEP) programmes, Department of Water Affairs' offerings, the NDT's support of responsible tourism, SANS 1162 and the SANAS process, waste management, climate change and certification programmes (Nkosi, 2012). While the programme was deemed a success in terms of raising awareness, very little measurable actions from SAEs were noted. It was also noted that continued industry engagement and the creation of incentives would be critical to turn the awareness into action. As a follow-up, a brief industry survey was undertaken by the STPP and the NAA-SA in June 2012 to determine, amongst other things, the level of adoption of responsible tourism practices by their members i.e. predominantly SAEs with less than 15 rooms. The survey tested accommodation establishment's levels of awareness and exposure to various programmes which offer consultation, certification and incentives to support adherence to the principles of sustainable business practice (Glen, 2012). While some of the respondents showed a basic understanding of responsible tourism, no uniform interpretation and understanding of responsible tourism existed amongst SAEs. Further, respondents believed that responsible tourism implementation was a compliance and administrative burden and imposed unnecessary cost on an establishment. Lack of localised support (for example recycling services, provision of energy saving services) from municipalities and business service providers were cited as key constraints to proceeding with responsible tourism practices in SAEs. In addition, while as many as 80% of respondents have started implementing measures such as energy saving, water saving, local employment and guest education about local cultural heritage, very few seem to have made the link between these measures and the requirements of SANS 1162:2011 and subsequent certification.

In 2014, the NDT conducted a follow-up study on the level of adoption of responsible tourism practices across South Africa. The study had not yet been released by the time this research was completed, but verbal communication confirmed similar findings as the previous study (Nkosi [NDT], 2015 personal communication, 18 October 2015). Specific markets mentioned by all owners were Western European travellers and British travellers. Top range booking engines such as Booking.com, Safarinow.com, SA-Venues and WhereToStay had by mid-2015 still not adopted any criteria which would provide information to tourists on the triple bottom line impacts of their travel. These companies' core values and corporate information did not include any reference to sustainable and /or responsible tourism or the promotion thereof to the tourists or to its members. This presents a serious missed opportunity. Consider the following:

- "Each day, over 850,000 room nights are reserved on Booking.com" (Booking.com, 2015). This represents 310 million opportunities to educate clients annually. The number of bookings made in South Africa is not stated on the website;

[1] Note that the term 'responsible tourism' is used by the NDT and in South Africa. As indicated in section 2.3.3 of this research, responsible tourism is a sub-set of sustainable tourism but is used interchangeably by South African tourism stakeholders.

- SafariNow.com claims to have listed in excess of 146,000 establishments (in Southern Africa) since 1999 (SafariNow.com, 2015);
- No references on the websites of SA-Venues and WhereToStay could be found about the number of bookings or number of establishment members.

To add to this, search criteria for accommodation establishments on booking engines generally only include criteria such as date of travel, destination, type of establishment (for example guest house, hotel, backpackers or self-catering), price range and grading (although this is often only displayed once the base selection has been made).

SA Tourism, on the other hand, had adopted the Eco-Atlas system[1], which comprises a set of icons which can be used by tourism and hospitality businesses to illustrate their sustainability and ethical business efforts. This initiative was launched in the first quarter of 2015 (Berning, 2015). However, star grading is something that many search engines have already incorporated in their searches. Star grading already includes several sustainability criteria (energy efficiency, water efficiency and waste management) for which an accommodation establishments can achieve bonus points during the grading process (TGCSA, 2014). The New Zealand based Qualmark system (Qualmark, n.d.) includes both quality standards and environmental performance standards in their quality assurance criteria. Visit Scotland (Visit Scotland, n.d.) was originally developed as a quality assurance standard, but it now also showcases the Green Tourism Business Scheme, which is focused on promoting tourism businesses that have incorporated responsible business practices. So, the question raised here is whether the grading system could be expanded to include responsible tourism criteria? This could be a tool to use to create more awareness of sustainable tourism amongst tourists.

It is therefore evident that in South Africa, the bargaining power of buyers to demand more sustainable behaviour from the accommodation establishments they support has not yet filtered through to a level of actual behavioural change or adoption of more sustainable business models by SAEs. SAEs are not yet proactively or at a significant scale show-casing their economic, social and environmental (triple bottom line) impacts. It would therefore appear that in this context, the buyers' bargaining power is relatively low.

2.6.5. The intensity of rivalry amongst competitors

This force describes factors such as the growth rate of the industry, differentiation in products (i.e. accommodation establishments) and diversity of competitors. However, in the context of the SAE sector, the intensity of rivalry amongst industry players is relatively difficult to gauge. The main reason for this is that there is no clear and definitive indication of the actual number of accommodation establishments in South Africa. According to some reports, there are as few as 9,760 establishments (based on the ISIC 55 category, which is essentially deemed to be accommodation targeting short stays

[1] Refer to www.ecoatlas.co.za and www.sourthafrica.net

(Lehohla, 2015) with occupancy rates around 50% in South Africa (Stats SA, 2013). Some estimates hover around 63,000[1] hotels and accommodation establishments in South Africa (BMI, 2012) and others point to approximately 120,000[2] stay units available to the more than 14 million tourists (Stats SA, 2014b). In 2011, hotels and motels, excluding casino hotels, represented only 608 of these (Market Line, 2012). The tourism industry players at the time estimated that SAEs (less than 20 rooms) contributed between 23,000 and 30,000 to this number. However, the NTSS highlighted that, although South Africa's tourism sector has grown by more than 300% over the last two decades, the industry faces ongoing challenges, including:

- Fragmentation in planning, branding and marketing amongst government, local government, provinces and cities;
- Inequality and unfair labour practices;
- Incomplete data and lack of market information on the supply side; and
- Lack of incentives for new product development, investment generation and enterprise development.

What is therefore evident is that 1) supply exceeds demand (evidenced by occupancy rates and oversupply of stay units), and 2) there are many smaller independent establishments contending for the same market. Industry rivalry could therefore be deemed to be relatively high. While the South African tourism industry has grown at a rate of approximately three times that of the rest of the world, it is apparent that by 2013, the South African economy was still slowly recovering from the effects of the worldwide recession that emerged in 2008. The impact of the recession meant that domestic tourism has decreased as many businesses' source markets are domestic (BMI, 2015).

2.6.6 Conclusion on Porter's Five Forces Model

Drawing from the analysis using Porter's Five Forces model as a framework, the current sustainability and therefore long-term survival of SAEs is described in Table 2.9. An in-depth analysis of the sustainability of the SAE sector, using Porter's Five Forces model, falls outside the scope of this research. Porter's Five Forces model was used as an analysis tool to determine the relative sustainability of the SAE sector, which is one section of the conceptual framework presented in section 2.1 (Figure 2.1). While Porter's Five Forces model provides meaningful insights into the some of the challenges that SAEs face, it also highlighted key barriers to the implementation of sustainable tourism practices amongst SAEs. These are further explored and discussed in the subsequent sections of the literature review. No further attempts will be made at a comprehensive and detailed analysis on the SAE sector using Porter's Five Forces, as this would require a full study of its own. Porter's Five Forces

[1] According to STATS SA this number was comprised of 65,500 hotel rooms, 12,200 guesthouse rooms, 6,700 caravan/camping sites and 34,500 other types of accommodation in 2013 (Stats SA, 2014a).

[2] 120,000 stay units translates into 43,2 million stay units per annum (120,000x30x12). There seems to be a ratio of roughly three stay units, each which could have more than one bed, available for every one traveller. The accuracy of this data needs to be assessed in future studies.

model will merely be used as a 'lens' through which to view findings from the subsequent parts of this research and to make recommendations for further research.

Table 2.9: Description of the sustainability of SAEs in South Africa

Porter's Force	Summary of Analysis
The threat of new entrants/ barriers to entry	Start-up costs for smaller tourism businesses are relatively high and complex, while access to finance is limited. Government policies, legislation and incentives for sustainable tourism implementation are not as effective as required to achieve the vision of the NTSS. Key requirements include greater integration of sustainable tourism into other spheres of government policies and greater incentives for smaller businesses to adopt sustainability principles. Access to market for SAEs is complex and costly, as a result of limited communication infrastructure and access, ineffectiveness in existing marketing organisations, fragmentation in marketing efforts, crime and security as well as inadequate focus on growing the domestic market. Competitiveness of SAEs focus mainly on internal factors of competitiveness, and will not create long-term sustainability. A clustered approach to create local, provincial (or regional) and national competitiveness will be required.
The threat of substitutes	Not only is the choice to substitute to travel in its entirety increasing as a result of greater awareness of climate change and improvements in communication technologies, but also the choice of where to travel to in the first place. Once a tourist has made the decision to travel to a destination in South Africa, establishments face steep competition and they need to provide differentiated marketing to the right audience at the right price in order to attract bookings.
The bargaining power of suppliers	High costs of doing business combined with the fragmented nature of SAEs show that SAEs do not have strong bargaining power over suppliers. The fragmented nature of the sector results in reduced capacity to negotiate better alternatives.
The bargaining power of buyers	Guests demanding more sustainable behaviour from accommodation establishments has not yet filtered through to a level of actual behavioural change or adoption of more sustainable business models by SAEs. SAEs are not yet proactively or at a significant scale showcasing their economic, social and environmental (triple bottom line) impacts. It would therefore appear that in this context, the buyers' bargaining power is relatively low, and that supply exceeds demands (evidenced by occupancy rates and oversupply of stay units) and there are a large number of smaller independent establishments contending for the same market.
The intensity of rivalry amongst competitors	Due to the fragmentation in the market as well as over-supply of rooms, there is rivalry amongst SAEs contending for the same market. The lack of coordination amongst tourism accommodation membership bodies exacerbates this situation.

2.7 Barriers to the implementation of sustainable tourism practices

From the discussions in the preceding sections of the literature review, a number of barriers to the implementation of sustainable tourism practices amongst smaller tourism businesses have been highlighted. These barriers have not necessarily been contextualised for SAEs; however, the lack of research on the specific barriers to sustainable tourism implementation amongst SAEs necessitates that learning is taken from other sectors to move forward. Potential barriers highlighted are listed below.

1) **Lack of appropriate policies** to support sustainable tourism implementation from national, provincial and local government – not only from the NDT, but also the other government departments.

2) **Lack of collaboration amongst tourism stakeholders** including public sector, private sector and community stakeholders across a spectrum of the tourism industry and as a result of a fragmented market.

3) **Lack of awareness of sustainable / responsible tourism** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.

4) **Lack of data and information available** to support the measurement of sustainable tourism implementation at an industry level as well as at a business level (this point could also be seen as a sub-section of point 6 above, i.e. Lack of clear business case for sustainable tourism implementation).

5) **Lack of triple bottom line focus** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.

6) **Lack of capacity to implement sustainable tourism practices** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.

7) **Lack of clear business case for sustainable tourism implementation** amongst SAE owners and managers.

The following sections further explore and expand on the barriers identified and discuss their potential impact on the adoption of SAEs in South Africa.

2.7.1 Lack of appropriate policies

Within the Porter's Five Forces Analysis, it was highlighted that historically, policies developed to support sustainable tourism implementation in South Africa have been inadequate and failed to address cross-functional collaboration amongst various government departments. Dodds and Butler (2010) adopted the definition of policy from Goeldner *et al.* (2000, p 37):

> a set of regulations, rules, guidelines, direct vices and development / promotion objectives and strategies that provide a framework within which the collective and individual decisions directly affecting the tourism development and the daily activities within a destination are taken.

They argued that policies formulated to prevent exploitation of local resources were not common practice, and where such policies have been formulated, the implementation thereof seldom yields measurable results. Dodds and Butler (2010) found that the current frameworks and policies mostly apply to new developments and have little bearing on existing tourism products. Their study emphasises the need for cross sectorial collaboration "including taxation, transportation, housing, social development, environmental conservation and protection and resource management" (Dodds & Butler, 2010, p.44).

Acheampong (2011) investigated how historical policy formulation in line with the pre-1994 Apartheid systems in South Africa shaped development of the local economy and the impact on tourism. He explored how development based on equal opportunities for all citizens contributes to sustainable development and argued that the negative pre-1994 policy impacts need to be rectified in order for sustainable development to take off in many parts of the country. While post-1994 policies were formulated to eradicate unequal development, and many successes have been achieved, the positive impacts vary greatly between regions, and many challenges lie ahead for the South African Government, 20 years later. According to Acheampong (2011, p. 85):

> One first impression which anyone interested in the publications on tourism development cannot fail to realize is the fact that the literature on tourism development in the Eastern Cape is currently very scanty and scattered in various offices. The few government publications that exist devote the bulk of attention to policy issues with little information on variables such as the size of the sector, the locations of the tourism businesses, the ownership situation of the businesses and the underlying growth processes, and also information on the problems and the future development strategies. The lack of co-operation from some of the product owners to be engaged as respondents was also another limitation at the data collection stage. Some perceived the exercise with some suspicion bordering along the lines of taxation.

In volume two of the series, *International Perspectives on Small Firms,* Rogerson (2004, bl. 13) stated that "Questions concerning entrepreneurship and small firm development occupy only a relatively minor role in the volumes of writing produced on tourism in the developing countries of Africa, Latin America and Asia….". Rogerson's study (2004) focused on South Africa's small tourism businesses. Although he did not specifically refer to sustainability in the small accommodation sector, he nevertheless highlighted aspects of small business development that are lacking. This prevents the industry from creating jobs – a critical component of a sustainable industry model, as outlined in the *Cape Town Declaration* (International Conference on Responsible Tourism in Destinations, 2002). In addition, Rogerson (2004) noted the lack of post-apartheid ownership of Tourism Business, which is also a fundamental component of the *Cape Town Declaration* in the context of empowerment of local communities. Rogerson (2004) furthermore highlighted several themes emerging from the research on tourism development in the past:

- The traditional focus on large business and resulting constraint this places on small business development;
- The development of niche tourism is critically dependent on small business development, however;
- Small business development is dependent on policy formulation and government intervention;
- Small business development is often linked to informal business development. Policy makers traditionally have a negative view towards informal business, resulting in these businesses occupying a peripheral space, disempowering their participants, instead of empowering them;
- Small business development is dependent on large business policy (in this case, sustainability policy) formulation. In the SAE context, this could, for example, refer to large corporates outsourcing accommodation deals to the SAE market instead of to other large corporates. This is, however, critically linked to the availability of market information.

One aspect that tourism policies typically lack, is the distinction between small tourism businesses and their larger counterparts, and how government should or could support the policy implementation within this sector. Few policies recognise the critical role that smaller businesses play within the sustainability of the industry, and therefore fail to support the smaller tourism business sector towards sustainable development. A sustainable tourism industry workshop was held in July 2013 (Glen & Du Toit, 2013) to determine key barriers to the implementation of responsible and sustainable tourism practices in South Africa. While South Africa has been cited as a leader in responsible tourism implementation worldwide through the launch of the National Minimum Standard for Responsible Tourism (Langalibalele, 2012), it was noted that the principles and policy of responsible tourism have been around since 1996, when the White Paper on *The development and promotion of tourism in South Africa* (DEAT, 1996) was published. It was highlighted in the industry workshop that progress over the period of more than 18 years had been uncoordinated and that too much emphasis was placed on certification of responsible tourism products rather than the holistic implementation of responsible tourism across the industry. While South African National Parks (SANPARKs), a wholly government owned entity in South Africa, had a responsible tourism strategy in place in 2012, the implementation thereof would take ten years, up to 2022 (SANParks, n.d., SANParks, 2016). The focus of the SANParks responsible tourism strategy is conservation, but additional aspects of 'green' tourism, cultural heritage and economic impacts would be incorporated over time. The degree to which each of each of the 42 criteria would be achieved in any of their parks is not clear (SANParks, n.d., SANParks, 2016) and in the documents referenced, no clear indication could be found with regards to SANParks' intention to certify their products against the SANS 1162:2011 standard.

2.7.2 Lack of collaboration amongst tourism stakeholders

"An issue that has received much less attention, but is no less important though, is the limited political influence tourism departments or ministries have on other government agencies" (Muangasame & McKercher, 2015, p. 499). This study has already highlighted the importance of tourism in the world economy. However, it would appear that few policies other than tourism policies incorporate indicators linked to sustainable tourism development. A key barrier to the implementation of sustainable tourism is the lack of cross-functional collaboration amongst government departments within a tourism region (Dredge *et al.*, 2011). While a number of countries have made efforts to promote sustainable tourism implementation through adopting the principles in their national tourism policies, success stories still remain elusive. The study by Muangasame and McKercher (2015) analysed the results of the Tourism Authority of Thailand's (TAT) "7-Greens" programme which was developed in 2008. They found that one of the key issues representing a barrier to the general adoption of sustainable tourism practices amongst participants in the 2013 pilot project was the lack of collaboration amongst various government departments, "bureaucratic jealousy" and other forms of inter-governmental politics, which did not promote the success of the programme. The recommendations from this study included (Muangasame & McKercher, 2015):

- Sustainable tourism policy must be implementable and easy to translate into operational actions;
- Fewer objectives that have clear implementation goals are better than many unattainable objectives;
- Objectives set should reflect the change that is required and not speak to individual (political) agendas;
- A top-down and bottom-up approach to defining objectives is advisable, where policy objectives are broadly defined by policy makers and specific objectives per stakeholder group is defined in alignment to broader policy objectives by the stakeholder group;
- Roles and responsibilities of each stakeholder group in the formulation of policy should be clearly defined together with a policy development process;
- The policy development process should be outcomes-based to ensure efficient delivery

of an effective policy;

- It needs to be clear to all stakeholders that policy implementation is a long-term process and requires political commitment as well as resources in the form of human resources and funding;
- Ongoing PR campaigns are required to ensure ongoing awareness and commitment from community stakeholders;
- To assist stakeholder to understand what they need to do to implement policy, the development of a formal training programme for staff and trainers is recommended;
- Clear and specific targets must be in place to measure progress. Formal measurement and evaluation processes must be in place, and could include cross-sectorial comparisons at regular intervals.

Dinica (2006), who assessed tourism sustainability challenges in the Netherlands, highlighted fragmentation of tourism policy implementation at national, regional and local levels and division of responsibilities as key concerns. As an example, disparities exist between 1) policy for incoming tourists, 2) management of the relationship between tourism and biodiversity, 3) environmental quality management including water, air, land and ground quality, and 4) mobility and coastal management. All these responsibilities are mandated to different government departments. It is suggested that a new actor, mandated to coordinate activities amongst stakeholders at all governance levels, be created for the purposes of sustainable tourism implementation. Lara and Gemelli (2012) made similar conclusions in their study relating to the implementation of responsible tourism practices in World Heritage Sites in Argentina.

In his 2012 report to the Director General of Tourism, *Advocating for a Greener Tourism Sector: Moving towards Environmental Sustainability, Economic Integrity and Social Justice*, Nkosi (2012) identified key barriers to the implementation of responsible tourism practices to include lack of localised municipal support, lack of awareness and understanding of the various offerings within the market coupled with a lack of accessibility and an integrated cross functional approach (for example collaboration between National Department of Tourism, Department of Water Affairs, Department of Environmental Affairs, Eskom). A general lack of buy-in from various role players, including tourism businesses, associations, policy makers, local government and implementers for the need to work together as well as too much competition (i.e. business to business) amongst industry participants had been identified during a tourism stakeholder workshop in 2013 (Glen & Du Toit, 2013).

Mkefa (2013) presented the case for cross functional policy formulation, where various local government disciplines have adopted responsible tourism principles within their own policies and regulations. Mkefa led the City of Cape Town Responsible Tourism Pilot Project, which has been viewed as the leading Sustainable Tourism Implementation Programme in South Africa. The South African Department of Cooperative Governance is mandated to fulfil the role of cross policy integration at a provincial level, with its stated objectives:

To facilitate cooperative governance and support all spheres of government, promote traditional affairs and support associated institutions through:

1) Developing appropriate policies and legislation to promote integration in government's development programmes and service delivery;
2) Providing strategic interventions, support and partnerships to facilitate policy implementation in the Provinces and Local Government; and
3) Creating enabling mechanisms for communities to participate in governance. (CoGTA, 2014)

In a presentation to the tourism industry, Glen and Ungersbock (2014) indicated that the STPP had identified 18 major government departments that should, in some form, be implementing sustainable tourism policies within their own policy frameworks. These departments either impact on or are impacted by tourism, and stronger collaboration will be required to impact tourism development in South Africa more positively. Some examples cited include the formulation of by-laws to create small business friendly environments, the upkeep of infrastructure to ensure quality within the tourist experience, the cost of utility services to ensure affordability by smaller businesses; the levels of education to ensure a tourism mind-set is created from a young age and is taught in schools and the understanding of messaging around health issues in South Africa and the impact it may have on tourism.

The STPP (Glen & Ungersbock, 2014) has summarised the need for collaboration amongst various stakeholders through the term “Tourism Dartboard”, which shows various government stakeholders at local, regional and national level that need to collaborate to ensure that the small business can become more sustainable. This is illustrated in Figure 2.4. It must be noted that the dartboard does not show an exhaustive list of government departments, but is rather intended to illustrate the complexity of this collaborative relationship (Glen & Ungersbock, 2014).

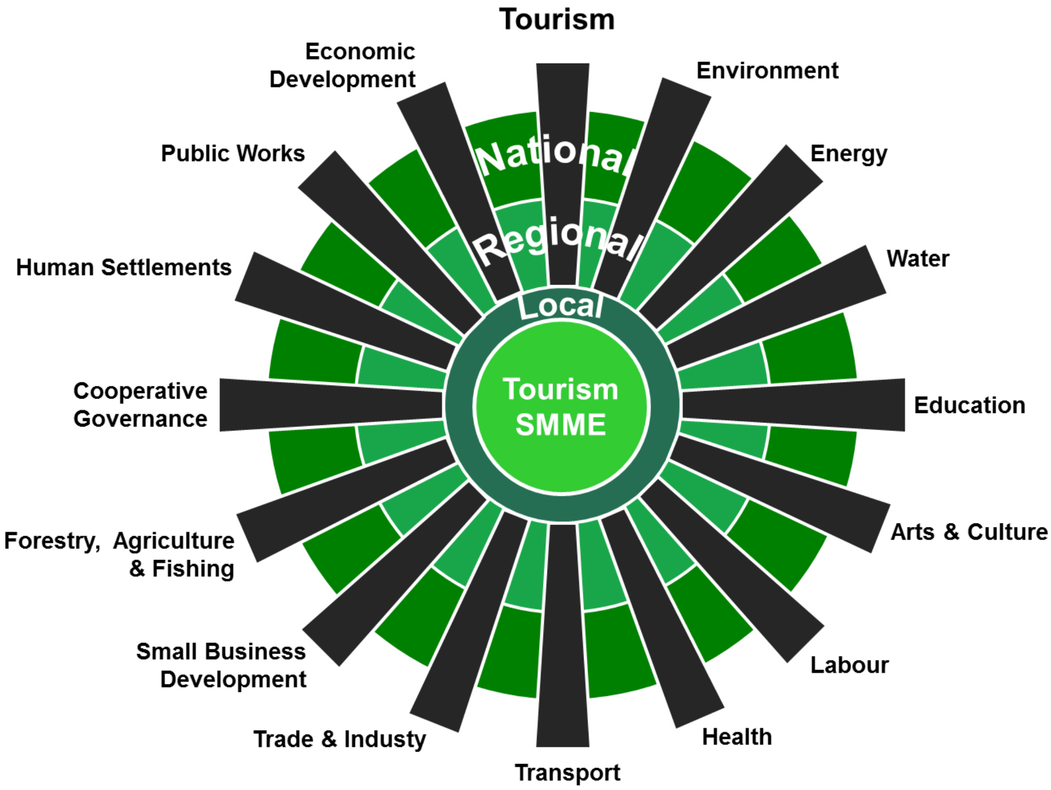


Figure 2.4: STPP Tourism Dart Board (Glen & Ungersbock, 2014, p. 28)

In essence, each government department has a function that impacts tourism, for example, the department of labour creates policies around labour practices. Should these not be aligned to the sustainability needs of a SAEs, the business will not perform optimally. On the other hand, should the transport department fail to ensure adequate signage and good road conditions are provided, tourists will not be able to reach their destinations, or may even fail to visit at all. It was highlighted earlier in this research that there is often a lack of appreciation amongst stakeholders, including other government departments, of the role that tourism businesses – and in particular, smaller tourism businesses – play in the economy. Each government department needs to assess the resource requirements for supporting a sustainable tourism economy, including human and financial resources. The relevant department then needs to support the delivery of these resources (Glen & Ungersbock, 2014). It is therefore imperative, for tourism to become more sustainable, that cross-functional collaboration amongst government departments is effectively implemented.

2.7.3 Lack of awareness of sustainable / responsible tourism

Porter's Five Forces analysis above showed that in South Africa, the lack of pressure from tourists for accommodation establishments to implement sustainability practices may create complacency amongst owners and managers of these establishments. The study of Thailand's (TAT) "7-Greens" pilot programme, referred to previously, also highlighted that from the business's perspective, awareness, relevance and leadership represented barriers to the adoption of sustainable tourism principles (Muangasame & McKercher, 2015). Participants who were not directly made aware of the Thailand programme viewed it as not important and therefore did not believe they needed to participate. Communications to stakeholders created the perception that tourism businesses and government officials were the primary stakeholders, resulting in other important stakeholders believing their role in the implementation of the programmes was not important. Tourism businesses that had already implemented some green practices viewed the programme as irrelevant. Clear ownership of and leadership in the programme were lacking as participants had low awareness levels and believed the programme was irrelevant. In addition, no clear definitions of "quality tourists" were communicated at the outset of the programme, resulting in individual participants formulating their own definitions. The term "sustainable" was also not well understood and resulted in misguided interpretations. Lastly, it was found that the programme did not set clear benchmarks and indicators of what would be measured, how it would be measured and what the expected results would be.

While attempts have been made in South Africa to implement responsible tourism amongst SAEs, the 2012 survey conducted by the STPP (Glen, 2012) concluded that SAEs were not aware of – nor informed about – offerings of certification providers and the benefits they present. On average, 83% of responding SAEs were not aware of the offerings provided by FTTSA (now called FTT), Heritage and GLES. In addition, despite many media campaigns and participation in road shows, Eskom's offerings were relatively ineffective, considering that only 41% of participants were aware of these and only 10% of participants had utilised the retro-fit offerings. With regard to the definition of 'responsible tourism', the survey found that from a cross section of responses received from 98 in nine provinces, very few respondents could clearly or accurately define the term. Participants in the industry workshop referred to previously, (Glen & Du Toit, 2013), who represented a vast number of sustainability and tourism stakeholders, highlighted an additional barrier to the implementation of sustainable tourism practices to be knowledge, understanding and awareness of responsible and sustainable tourism. According to them, there is a lack of accessible information for key stakeholder groups. They noted that while sustainable tourism practitioners, change agents and implementers have access to networks, the Internet and Facebook where information is available and shared, there seems to be a lack of a 'need' to access the information as there is a general lack of buy-in to the principles of sustainable tourism development. The result is that the information may not be accessed by individuals and organisations (Glen & Du Toit, 2013). Further, tourists are not aware of the principles of sustainable tourism (or 'green travel') and there is no central point where information can be accessed (Glen & Du Toit, 2013). South African tourism consumers need to be made aware of the need to buy green and the general public need to know what being responsible means. Tourism businesses are not aware, and will therefore not access information. Challenges still exist countrywide where people do not use the Internet, Facebook or emails (this was also noted in the Porter's Five Forces analysis above). The group further emphasised that mobilisation of responsible and sustainable tourism implementation remains a challenge, as strategies, policies and standards need to be taken out of the boardroom and to the people who need them, in other words, responsible tourism needs to be mainstreamed, communities have to be mobilised to ascertain mass implementation of responsible and sustainable tourism practices and corporates need to understand what role they can play in the implementation process. In this context, Eco-Atlas provides a directory of icons that are linked to a number of sustainable behaviours of businesses (including tourism businesses). In essence, Eco-Atlas provides a format in which South African businesses can communicate to consumers the changes that they have implemented in relation to the green economy; in turn, consumers have the opportunity to validate behaviours through social media platforms (Berning, 2014). SA Tourism has adopted this system and tourists are now able to find establishments that display Eco-Atlas symbols on the www.southafrica.net website (R. Berning [CEO of Eco-Atlas], personal communication, 19 June 2015).

Nzama and Magi (2009), who did research in World Heritage Sites in KwaZulu-Natal, South Africa, showed that local communities did not necessarily participate in or benefit from tourism activities, even though they seemed to show a fair understanding and awareness of the value of the tourism activities established around the heritage sites. They further argued that while the South African government has formulated policy to stimulate tourism growth and development for more than a decade, communities have been expected to 'automatically' participate in the tourism activities, in which case tourism would be a catalyst for poverty alleviation and job creation - many policies formulated failed to achieve the desired outcomes as a result.

2.7.4 Lack of data and information availability

It has been highlighted earlier in the literature review that a lack of accurate data exists to determine the real sustainability performance of SAEs in South Africa. Various other studies have shown that larger hotels and hotels that are part of a group (chain), are more likely to collect data on various aspects of sustainability management (Chong & Ricaurte, 2015; Mensah & Blankson, 2013). Setting performance bench marks for smaller establishments is found to be more difficult due to the fragmented nature of the industry as well as the lack of data availability (Hoogendoorn *et al.*, 2015). In addition, SAEs often lack the typical staffing requirements to collect relevant data (Chan, 2012). SAEs are often misrepresented or underrepresented in activities such as policy formulation due to the fragmented nature of the industry and the lack of participation in common platforms of SAEs. The lack of participation means that there is not enough data to understand the needs of SAEs and as a result, their role in the industry is not well understood (Glen & Mearns, 2013).

2.7.5 Lack of triple bottom line focus

According to Cleverdon (2010, p. 14):

> Tourism planning needs a holistic and integrated approach to be successful because it involves many different types of tourism enterprise. It also provides linkages with businesses not directly related to tourism, whose own calibre of operation directly impacts on the ability of tourism operators to deliver a satisfactory level of product or service (for example construction, agriculture and transport sectors).

Further challenges to the implementation of sustainable tourism practices globally include the balancing of economic, environmental and social aspects of sustainable development, pursuit of conflicting private and public sector agendas as well as the predicament created through seeking immediate issue resolution and long-term strategic planning (Jamal *et al.*, 2011). Articles, books and chapters are dedicated to defining the differences between sustainable tourism, responsible tourism, alternative tourism, eco-tourism, pro-poor tourism, nature based tourism and more. Leslie (2012, p. 20) recognised that "responsible tourism is not a tourism product or a brand. It represents a way of doing tourism planning, policy and development to ensure the benefits are optimally distributed among impacted populations, governments, tourists and investors." Arguably, this impact can be extended to include natural resources, biodiversity, culture, heritage and societies. When looking at the definitions of the various forms of tourism planning, they are all based on a common set of underlying principles. These require a mind-shift by tourism business owners and managers from focussing purely on profit-making and business-to-business competitiveness, to balancing short-, medium- and long-term business impacts on society, cultures, the environment and economic factors and to engaging with communities and competitors to become more competitive. Whitford and Ruhanen (2010) cited various instances where the formulation of sustainable tourism principles has been viewed as a marketing ploy with no real substance. Sustainable tourism is often used as a 'front', while most emphasis is still on the economic impact of tourism. Dodds and Butler (2010), in their study on policy implementation in mass tourism destinations in Malta and Calvià, found that the main barrier to sustainable tourism policy implementation is the continued prioritisation of economic factors over social and environmental factors. They identified possible reasons for this, including political petitioning (which is generally short-term focused), lack of accountability and the use of irrelevant indicators (for example tourism arrivals and expenditure instead of net benefit brought to destinations).

While the role of tourism in economic and social well-being has been recognised by the European Union, Griffin and Stacey (2011) have argued that in Ireland, sustainable tourism has a stronger focus on the environmental performance of tourism businesses and that beneficiation of local people from tourism activities is neglected in Irish tourism policy. In his critique on sustainable tourism development, Liu (2003) asserted that research in sustainable tourism, neglects, amongst other factors, the lack of recognition of the importance of local communities benefiting from the tourism spend, thus stimulating sustainable development around the tourism area. He states that local communities are often not empowered to participate adequately in the tourism economy and if tourism does not improve the livelihoods of local communities, then the tourism development is not likely to be supporting sustainable development. Liu believed that greater effort in planning and local economic development of the host communities as well as more effective collaboration between local communities and tourism stakeholders is required to ensure that tourism spend is not 'leaked' out of the local communities surrounding the tourism product. According to Liu (2003, p. 467):

> By integrating and reconciling these needs and concerns, an improved quality of life can be achieved for the community, while the tourists gain satisfactory experiences, the tourism industry makes a fair profit and the environment is protected for continuous future us.

Soleimanpour (2012) presented a strong case for policy formulation based on environmental law principles as they pertain to nature-based tourism. Although nature-based tourism can be a form of sustainable tourism (but is not necessarily), it can positively influence the sustainable use of biodiversity and its extension to other types of tourism assets is worth investigating. The principles summarised include those relating to preventative action, helpfulness and mutual cooperation, inter- and intergenerational equality, integrated development, human rights, poverty alleviation, carrying capacity, participation, sustainable production and consumption, the use of sound technology, sustainable use and protection of natural resources and biodiversity, waste management and disposal, spatial planning and aesthetics, the need for sustainability indicators and environmental awareness and education. Soleimanpour argued that no current framework or legally binding international instrument exists that holistically address the obligations of various tourism stakeholders.

Feruzi *et al.*(2013) have found that while the Tanzanian tourism policy, which was developed in 1999, contained guidelines for the adoption of sustainable tourism practices, tour operators were still motivated mainly by profit-making rather than triple bottom line impacts. According to the study, the well-being of community members, who should benefit from tourism revenues, is rarely considered. A further study by Steyn & Spencer (2013) showed similar results. M. Hall (2011) found that policies that attempt to address sustainability issues are often too narrowly focused. As an example, policies aimed at reduction of emissions and protection of biodiversity do not adequately address the negative impacts of tourism growth. However, M. Hall argued that despite the concept of a balanced approach being part of policy formulation for several decades, and being well entrenched in policies, environmental degradation, as a result of tourism, is continuing. Considering the need for 'a balanced approach', which is the foundation of sustainable development principles, policies should pay adequate attention to environmental and social aspects and indicators for the achievement of these should bear the same importance as indicators of economic success. According to Leslie (2012), tourism planning rarely involves the community impacted or presents their interests. In addition, the introduction of sustainable tourism implies that the sustainable growth of tourism products and tourism destinations should be considered in the context of environmental and social constraints. These factors present barriers to further implementation efforts as skills, capacity and capability to consider multiple dimensions are lacking.

In South Africa, organisations, such as the South African National Parks (SANParks), have over the past few years experienced major shifts in their conservation mandates, as conservation no longer includes only the protection of fauna and flora, but also the protection of people, communities and whole societies (Marlow, 2015). SANParks have developed a responsible tourism policy that promotes responsible practices (SANPARKs, 2015) and by March 2015, had at least created awareness amongst its staff in all its parks of the existence of the policy (Marlow, 2015). As an organisation that benefits from wildlife tourism, &Beyond (Carlisle, 2014, p. 95) runs their wildlife areas based on the principles of "Care for the Land, Care for the Wildlife, Care for the People". For &Beyond, the main business focus in no longer only on economic viability – triple bottom line impacts and therefore long-term sustainability of their products and communities are driving their business model.

D. Hall (2011) found that policies that attempt to address sustainability issues are often too narrowly focused. As an example, reference is made to policies aimed at reduction of emissions and protection of biodiversity which does not adequately address the negative impacts of tourism growth. D. Hall (2011) asserted that while the three pillars of sustainable tourism, i.e. economic, environmental and social well-being carry equal weighting in sustainable tourism policies, the implementation of these policies consistently falls short in addressing environmental and social change. According to D. Hall (2011), the complexity of tourism sustainability requires a holistic approach to policy formulation and should involve all governmental disciplines and not only tourism government departments.

2.7.6 Lack of capacity to implement sustainable tourism practices

It was noted in Porter's Five Forces analysis, that the implementation of sustainable tourism practices can become costly and complex, and that businesses often do not have access to adequate finance to implement certain aspects such as resource efficiency. This barrier was also represented not only within the analysis of policy formulation and interventions by the public sector, but also in the context of private sector businesses and communities. While much emphasis is placed on sustainable tourism development as a key driver for tourism growth in developing countries, Cartera *et al.* (2015) have raised concerns, based on their own in-depth research, as to whether the principles of sustainable tourism are appropriate in countries where the immediate humanitarian needs are more critical to address than long-term sustainability. In these countries, government and business are focussed on "immediate survival", and often lack the knowledge and capacity to deal with long-term policy formulation and planning process. In previous research, Barrutia and Echebarria (2015) identified a number of barriers to the implementation of sustainable development principles in tourism by local authorities. These include access to resources, lack of skills and capacity to grasp and drive the full scope of implementation, including the provision of financial support. These issues will certainly be more prevalent in poorer, lesser developed and emerging economies than in well-established economies. UNEP and UNWTO (2005) highlighted the fragmented nature of tourism industries, the historical focus of tourism policy that support public sector initiatives rather than private sector initiatives and the complexity of tourism policy adoption across multiple government functions as additional barriers for local authorities developing implementable sustainable tourism policies. Wight (2007) emphasised the constraints being placed on European SMEs in tourism because of their size and claimed that these are amplified in cases where SMEs attempt to adopt eco-tourism practices, for example through raising of funding. SMEs are traditionally viewed as high risk, high maintenance businesses, which are unattractive businesses to investment institutions. Limited financial resources and consequential liabilities make smaller hotels less innovative (Fotiadis, Vassiliadis, & Rekleitis, 2012).

A study done by Leung *et al.*(2007) showed that key challenges in attracting foreign tourists to Cambodia in the late 1990s included poor infrastructure and sanitation, inadequate accommodation and facilities as well as security. While certain positive steps have been taken to eradicate issues such as cumbersome visa controls and corruption, Cambodia faces several barriers to the success of their tourism industry's growth and sustainability, including high inflation rates and a poorly skilled tourism workforce. Like South Africa, Cambodia is rich in natural diversity and assets, which forms a good base for tourism development. As a result of historical events and industrialisation, however, many of the tourism areas have suffered damage, and in some instances, this damage is irreparable. This will have a long-term negative impact on any attempts to grow tourism sustainably. Siemens (2010) argued that many barriers to successful business exist amongst small rural-based businesses, which differ from those of urban businesses. Siemens also specifically refers to barriers for rural- based small tourism businesses, which could include factors such as availability of labour, access to markets, suppliers, and service providers and lack of transport and communication infrastructure.

2.7.7 Lack of clear business case for sustainable tourism implementation

According to Rahman *et al.* (2012), small independent hotels will be motivated to implement sustainability practices based on the owners/managers' understanding and knowledge of sustainability practices as well as their outlook on environmental issues. "To call a firm ecologically responsible is to imply that it chooses to go green simply because it is the right thing to do." (Rahman *et al.*, 2012, p. 722). On the other hand, large hotels that are part of a chain are more likely to implement such practices because of centrally driven internal policies.

Fotiadis *et al.* (2012) found that in Greece, small hoteliers were discouraged from implementing sustainable business practices by concerns about return on investment, staff skills levels as well as readiness (or willingness) for change. Concerns about the negative impact that sustainability measures would have on customer satisfaction were also highlighted (Fotiadis *et al.*, 2012; Rahman *et al.* 2012). The 2008 UNEP report, *Climate Change and Tourism: Responding to Global Challenges,* identified energy management as a key driver to sustainability in the accommodation sector worldwide. The report also mentioned other aspects such as staff and tourist awareness and recycling, but it did not provide insights into ways of motivating accommodation establishments to adopt these measures. The report also makes no distinction between large and small accommodation establishments.

Font (2002) proposed that growing awareness of sustainable tourism practices and environmental certification has led to the emergence of an increasing number of voluntary schemes varying from codes of conduct, manuals, awards and eco labels. He argued that the existence of too many eco labels (each with its own definitions and criteria and varying levels of expertise as well as high costs) leads to the tourism market being exposed to confusing messages and systems that only partially meet the requirements of good governance and compliance. Buultjens *et al.* (2010) compared the similarities between ecotourism and indigenous tourism in Australia with the aim of identifying future development opportunities. Indigenous tourism exists predominantly in rural and outlying areas, where livelihoods are dependent on environmental factors. In addition, most indigenous tourism businesses are owner managed family businesses and are not the primary source of income. These factors present similarities to tourism SMMEs and SAEs located in rural South Africa. Some of their key findings show that ecotourism certification is both complex and expensive, sentiments that have been highlighted in the South African context of responsible tourism certification.

Traditionally, many small accommodation establishments were started as a result of “lifestyle choices”, which means that the motivation for starting the business in the first place was not necessarily linked primarily to commercial outcomes (Dewhurst *et al.*, 2006). In addition, Siemens (2010) highlighted that decision-making by business owners in rural communities is often lifestyle driven rather than business driven. It is therefore necessary to provide a motivation for such businesses to change behaviours if current behaviours are not conducive to a sustainable industry. La Lopa and Day (2011) suggested in their study that through understanding barriers to change, plans which are adaptable to the different needs of individual businesses need to be implemented, thus guiding the business owners and managers through the change process. They also recognised that change is a process that may take several years to accomplish, rather than a once-off intervention. According to Diclemente and Prochaska (1998), Tabor and Lopez (2004) and Zimmerman *et al.* (2000), change agents need to understand a person’s “readiness to change” in order to develop a targeted approach that will provide the right level of intervention during the change process. These are critical points to consider in identifying barriers to sustainable tourism implementation and how it differs from rural-based and urban-based establishments. While Siemens’s research was geographically focused in Canada (Vancouver Island and surrounding smaller islands in British Columbia), important insights were gained and can be applied in the South African context. Chaing (2010) pointed out that organisational readiness to change needs to exist in order to increase adoption rates of desired practices. The following barriers to change were identified through Chaing’s study (2010):

- high cost of change;
- financial difficulties;
- time limitations;
- other business priorities;
- technical difficulties;
- fear of insecurity;
- losing something valuable;

- lack of skills and resources;
- unpleasant previous experiences;
- commitment to current practices;
- strong organisational culture;
- internal politics;
- powerful trade unions; and
- government regulations.

Therefore, Chaing's study showed that a compelling business case for change is not yet in place amongst businesses within the scope of the study.

In South Africa, where the mass scale implementation of sustainable tourism practices is still lagging, Glen and Du Toit (2013) highlighted that the business case for the implementation of sustainable tourism practices was not clear. It was also highlighted that finance needs to be accessed to enable mass scale implementation of sustainable / responsible tourism across South Africa. However, very few corporates understand their impact on tourism sustainability and the impact thereof on their businesses. While a sustainable tourism industry has a strong business and development case, there is a perception in the market that sustainable tourism is not beneficial and is seen as a financial and implementation burden and not an opportunity. The relationship between tourism and natural capital and tourism assets (for example human cultural, historical, social, biodiversity, environmental) needs to be enhanced as there is too much focus on "green" and not enough on people. Sustainable tourism is perceived by many stakeholders as "greening" with a focus on "conservation".

It is therefore imperative that organisations wishing to implement sustainable tourism practices amongst smaller accommodation establishments understand the current perceptions amongst stakeholders and the change processes that are required to help instil different mindsets. While the analysis of detailed change management models falls outside the scope of this research, it is worth noting suggestions of the change management approaches to include, for example a process consists of seven steps (Hayes, 2014, p2):

1) recognising the need for change and starting the change process;
2) diagnosing what needs to be changed and formulating a vision of a preferred future state;
3) planning how to intervene in order to achieve the desired change;
4) implementing plans and reviewing progress;
5) sustaining the change;
6) leading and managing the people issues; and
7) learning.

The above steps represent logical steps to follow when implementing to change, however, steps 2 to 7 will fail if accommodation establishments are unable to recognise the need to change in the first place, i.e. in this instance the need to change to more sustainable tourism business practices as the business case for change.

As highlighted in the sections above, there is still complacency and / or a lack of awareness amongst accommodation establishments of the principles of sustainable practices. This factor therefore presents a major barrier to the process change towards a more sustainable tourism industry.

2.8 Approaches to overcome the barriers to sustainable tourism implementation

A framework is described as a comprehensive or robust outline which could be used to link related concepts in support of a specific objective and acts as a guideline to be adapted or amended by adding or by deleting pieces (Business Dictionary, n.d.; Mirriam-Webster, n.d.). Frameworks include certain assumptions and practices that guide the execution of specific objectives (The Free Dictionary, n.d.). In other words, a framework in the context of this research is deemed to be a flexible, adaptable and scalable tool that can be used by a variety of stakeholders in the SAE value chain to understand and define their roles in supporting SAEs to overcome barriers to sustainable tourism implementation and therefore aiding in the creation of more sustainable SAEs. Stakeholders include the SAE owners, public sector entities, private sector business, industry professionals and community members. Current literature is not short of suggestions for frameworks, tools, toolkits and approaches to use to stimulate the implementation of sustainable tourism practices within tourism products. While many of these were utilised in the implementation of specific projects, such as the Thailand Seven Greens sustainable tourism policy (Muangasame & McKercher, 2015), others still remain theoretical or need to be adapted for more effective outcomes. For example, Lara and Gemelli (2012) referred to UNESCO's framework for sustainable tourism implementation in World Heritage Sites (UNESCO, p. 143), which involves seven key steps, i.e.

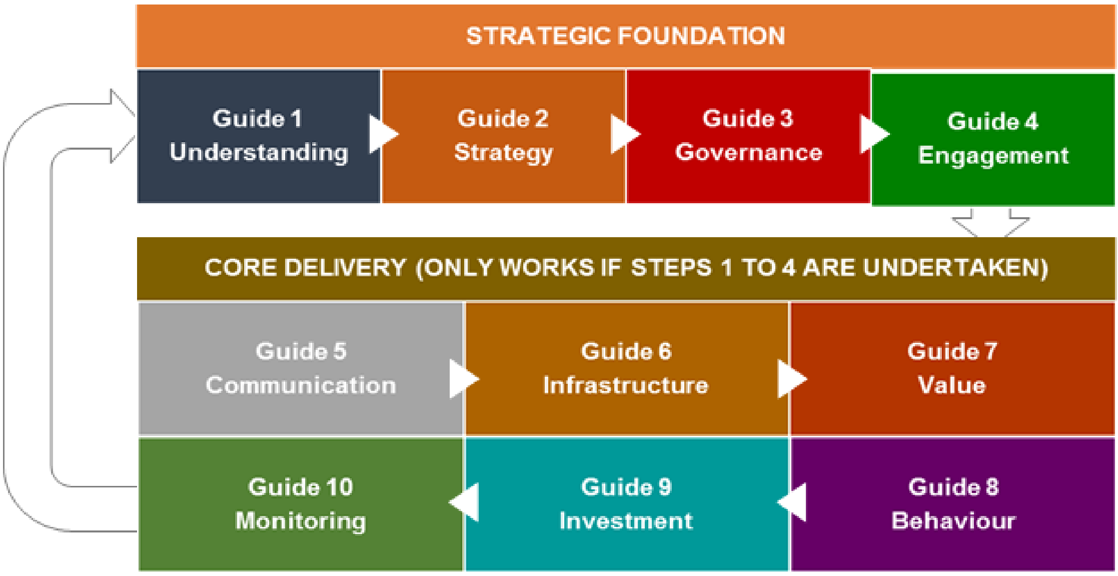
1) Building local management capacity for dealing with tourism;
2) Training local communities in tourism related activities;
3) Helping to promote relevant community products;
4) Raising public awareness and building public pride in local communities;
5) Encouraging local economic sustainability;
6) Sharing expertise and lessons learned with other sites; and
7) Building an increased understanding of the need to protect World Heritage Sites.

While this framework presents a good approach with clear steps, the actual specific practical detail of how each of these steps is realised remains vague. Many existing programmes are reliant on special short-term projects to be launched through external funding mechanisms. For example, the Travel Foundation programme which provided free basic consultation services to a limited number of establishments (Travel Foundation, 2011), only looked at resource efficiency and only lasted one year. In addition, current programmes seem to rely on the small establishments signing up individually and not in groups, which does not present a cost-effective mechanism of engaging SAEs, as these programmes are often expensive, for example, the Fair Trade Tourism (FTT, 2015) and Heritage (Heritage 2011) programmes mentioned previously. One programme that is available in South Africa and which has worked through larger groups of tourism businesses is the International Labour Organisation (ILO) Sustainable Competitive and Responsible Enterprises (SCORE) programme. The SCORE programme offers its services to a variety of tourism enterprises of different sizes and has worked through partnerships with both SANParks and FEDHASA (Nyangintsimbi, 2015). Some frameworks worth considering to overcome the barriers to sustainable tourism implementation are discussed in the final part of this literature review below. A detailed and comprehensive list of all the frameworks used to support the implementation of sustainable tourism practices amongst smaller accommodation establishments does not exist. As such, reliance was placed on frameworks and guidelines found in literature in the context of smaller tourism businesses and tourism communities. The most prevalent of frameworks were assessed and discussed below, but an exhaustive analysis that assessed each framework would have been impractical, and it is doubtful whether it would have added significant additional insights. As such, eight frameworks and approaches were discussed, i.e.:

1) The UNESCO World Heritage Online Sustainable Tourism Toolkit;
2) Incentives and change processes;
3) Creative outposts;
4) Inclusive business in tourism;
5) Route development;
6) Sustainable tourism certification / SANS 1162:2011;
7) The ILO SCORE programme; and
8) Policy formulation and policy guides.

2.8.1 The UNESCO World Heritage Sustainable Tourism Toolkit framework

The UNESCO World Heritage Online Sustainable Tourism Toolkit (UNESCO) provides step by step guides, with detailed explanations of what to do to fulfil each step as well as case studies of where each of the steps has been implemented and evaluated. The toolkit provides a comprehensive and iterative process that needs to be repeated throughout the life cycle of the implementation process. These steps are presented in Figure 2.5. While this framework was developed for World Heritage Sites, it provides a good process for change management that could be adapted for the accommodation sector.



Source: Adapted from UNESCO World Heritage Sustainable Tourism Toolkit

Figure 2.5: UNESCO World Heritage Sustainable Tourism Toolkit framework

While the framework is not presented in any detail in this research, it can be asserted that it is very comprehensive in terms of process and content. Its educational content helps various participants overcome the lack of awareness of sustainable tourism principles and lack of capacity to implement these. The framework also addresses issues around change readiness through a series of targeted engagement processes with specific outcomes to bring a variety of stakeholders on board. It also addresses the behavioural changes that are required to bring about change. The core delivery is not entered into before the foundation phases have achieved the relevant objectives. The business case for change is communicated through steps that help stakeholders understand the value and attract investment. While the framework does include an element of data collection and information management, it appears that it does not do this for any application other than in specific World Heritage Sites, and therefore does not address the mass data requirements that the industry as a whole requires to set benchmarks and manage change. The framework provides a balanced approach to addressing the triple bottom line impact, as it is focussed on the economic benefits of conserving natural heritage areas through engagement of local people. It has limited impact on a broad range of local policy and regulation, however.

2.8.2 Incentives and change processes

According to Dinica (2006), the Dutch government agreed in the 1990s to once-off financial incentives for the implementation of programmes to stimulate the adoption of sustainable tourism practices i.e. improved connectivity between urban and rural areas, voluntary adoption of sustainable tourism principles and increased awareness amongst travellers, voluntary participation in the "Blue Flag" and "Environmental Barometer" certification programmes as well as an update to a programme focused on the environmental management of water sport businesses and activities. Dinica (2006) concluded that projects require three key elements to be effective: 1) information, 2) motivation, and 3) resource change. Dinica (2006) investigated the achievements of 23 projects aimed at addressing various aspects of sustainable tourism implementation in the Netherlands. Key findings on the success or failure of the projects relate to the degree to which follow-up actions were implemented after the initial interventions had been completed, the collection of meaningful data before and after implementation and the provision of certain incentives for voluntary adoption of sustainable tourism principles. Further, follow-through to ascertain that policy initiatives are effectively implemented were highlighted as a key requirement. The study shows that data collection is critical to gain a deeper understanding of challenges and possible solution, but not sufficient as a means to implement change.

Incentives can only be successful if there is adequate monitoring and evaluation in place to ensure that initiatives are brought to fruition, and that efforts do not stop once the provider of incentives stops monitoring. Dinica (2006) highlighted that the provision of incentives is useful to initiate change, but has limited application in overcoming many of the other barriers to sustainable tourism implementation. The right policies need to be in place and implemented successfully to ensure adoption of the desired actions are supported. In summary, if designed and executed appropriately, the provision of incentives can be a good mechanism to overcome some of the barriers to sustainable tourism implementation.

2.8.3 Creative outposts

Brouder (2012, p. 383) referred to creative outposts as a means by which tourism can act as a catalyst for local development:

> Creative outposts manage not just to survive but to thrive, and tourism often acts as a catalyst for innovative local development. Examples of tourism innovation can be new and better interactions among tourism stakeholders as well as changes in institutional arrangements. Entrepreneurs and institutional stakeholders are interviewed to investigate the dynamics of local tourism innovation. i.e. innovations within peripheral communities which have the potential to be turned into tourism attractions, is another concept linked to sustainable tourism development.

The research into creative outposts provides guidance on some of the factors that are in place within these areas, and which lead to successful tourism initiatives. These include the availability of rural tourism assets such as cultural and heritage sites, an inherent requirement to be more innovative in having to deal with being more isolated from resources and capacity available in urban settings, the fostering of closer working / social relationships which become a “support network” for local businesses and continuous positive reinforcement which encourages the continuation of efforts within these areas. Further, the study draws attention to the following key focuses:

- **The importance of the tourism office:** It was felt that although the local municipality and the local tourism owners did not always agree on priorities, the local tourism office provides continuity in tourism development as opposed to short-lived tourism projects and interventions. In addition, the tourism office provides a forum for tourism entrepreneurs to communicate with each other and the local tourism industry recognises the importance of a centralised facilitator to aid in local project implementation.

- **The importance of local networks:** The study highlighted the importance of local networks formed by local tourism product owners, which in turn allows them to "speak with one voice" to local government. While in this instance the networks were ad hoc and not formalised, it was recognised that a formalised network (for example in the form of a local association) would contribute significantly to the strength of the local industry.
- **Cross cultural collaboration:** Tourism is an independent industry, but requires many smaller tourism businesses to participate to ensure that tourism becomes a strong draw card. In addition, it provides a platform for cross-cultural collaboration, which is required to ensure positive impacts for local communities.
- **Locals also benefit from tourism development:** The development of tourism products such as museums and restaurants also benefits local communities, as they can also become leisure tourists in their own towns.

The concept of creative outposts therefore could be adopted to overcome some of the key barriers to the implementation of sustainable tourism practices, including awareness of sustainable tourism as well as collaboration amongst tourism stakeholders via tourism offices and local networks, more emphasis on triple bottom line impacts through community engagement and involvement and increased capacity to implement sustainable tourism.

2.8.4 Sustainable tourism certification / SANS 1162:2011

It has been noted that there is an increased awareness of sustainability practices amongst tourists from certain markets such as Europe, and that tourism products in developing countries should consider attaining recognised sustainable tourism certification to continue attracting this market (CBI, 2012). According to the CBI (2012), there were an estimated 10,000 certified tourism products globally by 2012, but no distinction was made here between the different types of products. Some of the benefits cited of certified tourism products include improved corporate image, increased market share, higher quality standards and assurance. Indications are that the demand for certified businesses will rapidly increase in the next 5 – 10 years, as all supply chain participants, including the traveller, become more aware of the significance of sustainable tourism certification (CBI, 2012). Graci and Dodds (2015) also referred to the benefits of certification, most notably the reduction of environmental impact from business operations, greater social responsibility, better marketability of businesses and the improved awareness amongst businesses and tourists of triple bottom line impacts of tourism. However, Font (2002) had already proposed in 2002 that there were too many certification and labelling standards, and that a consolidation (through for example mergers and acquisition) was required to allow for greater collaboration amongst stakeholders. Font (2002) argued the Green Globe and the STSC (now GSTC) labels are appropriate frameworks to which the current eco labels need to be aligned in order to ensure better exposure and credibility. He recognised, however, that localised policy, legislation and site specific discrepancies need to be accounted for when rolling out standardised eco labels worldwide. These sentiments were echoed by Graci and Dodds (2015). However, Font (2002) and Graci and Dodds (2015) stated that there was not yet great enough awareness amongst tourists of certification, which reduces its effectiveness in attracting greater market share.

In Africa, the Sustainable Tourism Certification Alliance Africa – STCAA[1] was formed with the main objective of establishing integrated approach to sustainable tourism certification throughout Africa. The Alliance aims to ensure that various certification systems do not operate in isolation from each other. The STCAA, which was being chaired by Fair Trade in Tourism (FTT) until 2015, makes no distinction between sustainable tourism implementation and sustainable tourism certification, and it is apparent from the information obtained that certification is the end goal of any efforts aimed at the adoption of sustainable tourism practices (STCAA, 2013). As outlined previously in this study, the Global Sustainable Tourism Council (GSTC, 2012) and the National Minimum Standard for Responsible Tourism (SANS 1162:2011) identified 42 criteria for compliance to responsible tourism which are encapsulated in the four pillars. These provide good guidelines for tourism businesses to start implementing sustainable tourism practices, thus expanding their triple bottom line impact. FTT (2015, n.p.) stated that:

> as an FTT-certified business, you will join a diverse portfolio of tourism businesses that enjoy enhanced staff morale, greater staff retention and improved operations as a result of ethically and economically sound business practice. You'll have the opportunity to network with like-minded individuals and create joint marketing strategies to further strengthen your product offering. In addition, FTT-certified businesses are able to access developmental and marketing support through our own training tools, and a wide network of business development service providers and donors.

A number of other certification bodies provide similar benefits. Certification therefore provides incentives in the form of possible economic benefits, better marketability, and better training tools. However, certification focuses on the actual achievements of individual businesses, and provides capacity within the business. Only through the adoption of certain practices such as procurement of local products, does it provide opportunities for collaboration amongst tourism value chain participants. Many of the requirements that would be critical for large scale adoption of sustainable tourism practices, for example cross sectoral policy formulation would need to be initiated by the establishment itself. Certification on its own is therefore limited in its ability to overcome many of the barriers highlighted in the previous section. SAEs could utilise the SANS 1162:2011 as a guideline. However, the SANS 1162:2011 is written as a guideline that states what business can do. It does not consistently provide

[1] Previously known as the Sustainable Tourism Network Southern Africa

concrete actions for how businesses must implement these guidelines. Under the social and cultural criteria, for example, the statement “the organisation shall use elements of local art, architecture, and cultural heritage in its operations, design, decor, food and shops. In so doing, the organisation shall acknowledge the intellectual property rights of third parties” (SABS, 2011, p. 8) provides clear actions in the first part, but the second part, that requires that businesses “acknowledge the intellectual property rights of third parties” is unclear on what this entails. Does it, for example, mean that an establishment should provide information about the elements utilised, or is there a more important legal requirement encapsulated in the “intellectual property rights of third parties” (SABS, 2011, p. 8)? Other examples of such obscure statements include “The organisation shall establish a responsible tourism policy that is suitable to its reality and scale, and that considers environmental, socio-cultural, economical, quality, health and safety issues” (SABS, 2011, p. 7) under management and operations criteria, and “the organisation shall implement and manage actions associated with its operations to reduce greenhouse gas emissions and other contributors to climate change” (SABS, 2011, p. 9) under environmental criteria. While an interpretive guide was proposed, an official guide did not seem exist.

2.8.5 Inclusive business in tourism and inclusive tourism

The concept of inclusive business in tourism has been developed to increase the formation of collaborative partnerships between mainly poorer communities and tourism stakeholders (ITC, n.d.). According to the International Trade Centre (ITC), inclusive tourism (IT) has at its core the stimulation of demand for locally produced products and services while at the same time incubating small businesses to supply these products and services from local community sources. The approach aims to create more sustainable destinations which benefit all. According to the World Tourism Organisation (WTO)[1] (2002), tourism provides immense opportunities to benefit not only tourism SMMEs, but also SMMEs from other industries. In the instance of tourism SMMEs,

> Local ownership and management of small and medium scale tourism enterprises, often termed tourism SMEs, can generate direct benefits to entrepreneurs and their employees and all these benefits stay within the country. Tourism SMEs of accommodation, restaurants and snack bars, tour and travel services, retail shops, craft \ production and other types can be developed in many tourism areas. Small-scale forms of tourism such as eco-, village and rural tourism offer many opportunities for development of SMEs. Tourism SMEs can also provide opportunities for women to engage in tourism businesses, thus leading to greater gender equality in the society. (WTO, 2002, p. 8)

By strengthening the inter-sectorial collaboration amongst tourism and other industries, tourism also has the potential to provide demand for products and services from other sector SMMEs, for example demand for fresh produce from agricultural SMMEs (WTO, 2002). Mitchell and Ashley (2010) asserted that tourism has the potential to reduce poverty in developing countries, but that tourism does not

[1] The World Tourism Organisation (WTO) is now known as the United Nations World Tourism Organisation (UNWTO)

necessarily include communities that have been left behind economically. In addition, poverty alleviation should include reduction of inequality, (i.e. reduce the income gap between rich and poor), but this is not always the case (Mitchell & Ashley 2010). However, the WTO (2002) warned that SMMEs often lack the correct business skills to meet quality and service demands required within tourism. Mitchell and Ashley provided different approaches to ensuring that left-behind communities are included in the benefits that tourists bring to an area. Their approaches incorporate work done by tourism development agents and attempt to move away from purely academic approaches.

While the IT frameworks discussed above address the need for collaboration of local tourism stakeholders, they focus mainly on policy issues related to helping community businesses to get their products to market, and do not necessarily address policy issues related to sustainable SAEs. Further, the frameworks are high level and generic, and fail to provide detailed steps that will assist tourism SMMEs and SAEs to understand their role and contribution to successful programmes. However, IT provides an extremely useful mechanism to overcoming barriers such as the lack of collaboration amongst stakeholders, lack of awareness of sustainable tourism and lack of triple bottom line focus. It focuses on engaging all value chain participants while also providing triple bottom line impact that is key to creating sustainable tourism industries (Tewes-Gradl *et al.*, 2014). The GIZ guide to inclusive business in tourism provides key steps to inclusive tourism, including identification of mutual benefits for tourism products and communities, identification of opportunities and building capacity to implement these opportunities and forming collaborative partnerships with relevant stakeholders (Tewes-Gradl *et al.*, 2014). Spencer *et al.,* (2014) did not specifically refer to the term "inclusive business", but their assessment of an integrated value chain approach presents similarities to that of inclusive business in tourism. Their study highlighted several benefits of an integrated value chain approach, including the creation of partnerships between tourism products and suppliers of goods and services. Greater information sharing and dialogue amongst value chain participants would facilitate better understanding of tourism market needs. In addition, it would enhance the overall offering and promote greater investment in tourism areas. It would therefore help build capacity to meet the needs of tourists while creating stronger public private partnerships towards sustainable tourism implementation and development.

Aref (2010) looked at the concept of community capacity building and its important role in sustainable tourism implementation, especially in lesser developed countries. Aref (2010, p. 35) showed that community capacity building can be used as a way to mobilise communities to realise their common objectives and that:

> increased capacity of the community is a result of sustainable tourism. However, community capacity also refers to community development processes that focus on assets and strengths. Hence both community capacity and community development must be participated in and driven by local communities.

In other words, community capacity building and community development are cited as two concepts that are interdependent, and both are required to achieve the desired outcomes. The definitions of these two concepts are provided in Table 2.10.

Table 2.10: Community capacity building and community development

Community Capacity Building: "…the degree to which a community can develop, implement and sustain actions for community health…the process of enabling communities to exert greater control over their physical, social, economic and cultural environments." (Smith *et al.*, 2001, p. 33)
Community Development: "Community development engages the principle of collective action through community members and practitioners working together to achieve common goals that enhance the welfare of the community." (Subban, 2008, p. 76)

It is evident from references consulted that community-based tourism (CBT) incorporates both community capacity building and community development. CBT is a form of inclusive tourism where a group of people who share a common set of characteristics or who are geographically co-located, share in the benefits derived from tourism (Mearns, 2010). A study on the number of CBT ventures in ten African countries showed that South Africa had seen an increase from 19 to 109 between 2001 and 2006, while seven countries[1] showed a slight increase and two countries[2] saw a decrease in CBT ventures (Mearns, 2016). In other words, for South Africa, at least, CBT seems to have become an attractive vehicle to sustainable tourism development. According to Goodwin and Santilli (2009), "CBT can … be defined as tourism owned and/or managed by communities and intended to deliver wider community benefit". CBT initiatives are appealing due to what they promise to deliver in terms of community, social, environmental and phsycological benefits, but very little research exist to validate their effectiveness (Goodwin & Santilli, 2009). Their study showed that CBT projects were often not successful for various reasons, including poor market access, poor governance, low involement in decision making by the communities themselves. However, they recommended that CBT initiatives should not be too narrowly defined and that the outcomes delivered by various initiatives (whether they fit the academic definitions or not) should be the focus to measure the success of CBT initiatives. These outcomes should include impacts on poverty alleviation and economic benefits for communities. A key issue identified by the WTO (2002) is that CBT initiatives "lack the sufficient capacity to commercialise their products" (p.25). The WTO (2002) proposed a number of actions required from policy makers to support greater SMME success, including better access to finance (credit), improved taxation policies, availability of business infrastructure at affordable rates, access to information and business advisory programmes, providing training, capacity building, skills development and mentorship to SMMEs,

[1] Lesotho: 2001 – 4 / 2006 – 6; Malawi: 2001 – 1 / 2006 – 8; Mozambique: 2001 – 3 / 2006 – 7; Namibia: 2001 – 22 / 2006 – 23; Swaziland: 2001 – 1 / 2006 – 6; Tanzania: 2001 – 20 / 2006 – 23; Zambia: 2001 – 8 / 2006 – 9.

[2] Botswana: 2001 – 21 / 2006 – 11; Zimbabwe: 2001 - 21 / 2006 - 2

amongst others. Emphasis is placed on local ownership SMMEs and local employment within the tourism and to the need to support SMMEs through entrepreneurship development programmes to improve success. Further, the WTO (2002) provided further guidance on various types of CBT initiatives – a detailed discussion of which will not contribute to this research. However, guidance is provided on the steps that need to be considered in setting up of CBT initiatives. These steps are intended to guide formalised project implementation and summarised below (WTO, 2002).

- Agree on objectives of programmes, and define enhancement needs.
- Identify potential CBT initiatives that have the greatest potential for benefit generation.
- Develop a detailed needs analysis for the selected CBT projects to determine key issues.
- Develop implementation strategies most appropriate for the CBT project.
- Develop implementation programmes.
- Identify where collaboration with other industry players is required (for example industry associations, NGOs and government agencies) and establish working relationships with these.
- Establish platforms for communication and collaboration with communities to involve them in strategy formulation and implementation planning.
- Ensure strong alignment between CBT strategies and objectives with national and local development strategies and objectives to facilitated buy-in and commitment from government agencies and secure political support.
- Project must be supported by detailed feasibility studies, business plans, project plans, environmental impact assessments (if relevant);
- Define and measure indicators that will illustrate economic, environmental and social impacts (positive and negative).
- Identify and engage champions i.e. individuals who will take ownership for delivering the project within each stakeholder group.
- Define resource requirements for project development and implementation and secure these. Resource requirements should include support for SME programmes and training programmes.
- Closely monitor the progress of the CBT projects.

According to Mearns (2009) and Snyman (2016), CBT initiatives have massive potential to create sustainable livelihoods within communities, provided that the right approaches are used to develop CBT initiatives. Collectively, the findings of Goodwin and Santilli (2009), Mearn (2010) and Snyman (2016) identified the following success factors for CBT initiatives:

- CBT attractions must appeal to relevant tourist markets in the first place and must then be supported by good market access to ensure high occupancy rates and ultimate business sustainability. Access to information and good reservations systems are important for running successful CBT initiatives.

- CBT initiatives must be based on sound business principles, and the management and implementation thereof should include detailed planning, reporting and impact assessments.
- The correct business and tourism skills and mentorship programmes must be provided to CBT SMMEs;
- The impacts of tourism activities on communities need to be understood and measured. There needs to be clear linkages between tourism spend and community benefits.
- Investors and development agencies need to be flexible and adaptable in their approach and innovate where required to accommodate the uniqueness of each community.
- Strong institutional arrangements within business models must be mirrored by strong community structures and leadership.
- Basic infrastructure, good quality products, accessibility and safety and security requirements need to be in place to support tourism activities.
- It is critical that community members want to be involved. Their needs must be assessed and understood, they must be consulted regularly and they need to take ownership of the CBT initiatives.
- Community members must be engaged and involved in decision-making.
- Two-way communication through the establishments of accessible communication channels is critical and must be utilised to communicate regularly and continuously.
- It is critical that community members who will be running CBT initiates once investors move out are empowered;
- Social wellbeing and inclusivity of community members are critical for inclusive growth.

The above approaches could be utilised as mechanisms to address some of the barriers identified. Lack of awareness of sustainable tourism and lack of collaboration and capacity to implement sustainable toruism practices are addressed through the inclusive approaches of IT and CBT. For example, inclusive tourism by definition requires engagment with many different tourism value chain stakeholders, including local government, private sector businesses and local community members. The approaches also provide capacity building thus helping to overcome the lack of capacity amongst stakeholders. For SAEs, the application of IT (and CBT as a sub-set) is that they will need to collaborate and work closely together in their tourism areas to stimulate demand for local products and services within supply chains. This could include, for example, creating enough demand for products from small-scale farmers, for example eggs or preserves (agriculture supply chain) or linking with other SMME product owners such as tour guides and tour operators to create adventure itineraries. There are endless opportunities presented through this approach, but as highlighted above, the key would be for SAEs to collaborate and to find the opportunities within the supply chains. Local government policies could support these initiatives through, for example, provision of additional market access support where these collaborative initiatives exist. Community capacity building and community development are two approaches that could be applied and supported within policy formulation to support SAEs and various supply chain SMMEs in creating IT opportunities.

In assessing the above references on IT and CBT, a key element not being addressed is mechanisms through which the individual SMMEs created through IT and CBT initiatives actually create demand form their products and services. The question that arises is whether the demand will be created by tourists or other businesses / SMMEs within the supply chain or both, and how this demand will be created.

2.8.6 Route development and clustering

Tourism route development is becoming increasingly important in areas where other economic activities, such as agriculture, are declining. According the Brás *et al.* (2010), such developments are often seen as a means to create economic benefit for entire regions while ensuring improved social cohesion and infrastructure development. Route development requires public and private sector stakeholders to work closely together, thus ensuring that the tourism destination development is supported by good policy formulation and product development and marketing:

> Despite a certain degree of competition between members, there is also a sense of cooperation, i.e. the binomial competition-cooperation exists in the form of a relationship. In this current competitive context between different destinations, tourism destination management is growingly important, especially at regional and local levels. (Brás *et al.*, 2010, p. 1621)

Lourens (2007) has highlighted the growing importance of route tourism to stimulate economic activities in lesser known regions. However, she warned that route development is not only about the marketing of the route, but needs to address a number of aspects to ensure success. These include ensuring engagement of communities to become partners in the development, ensuring support for product owners in aspects such as quality assurance and skills development and ensuring good infrastructure development. Lourens (2011) further highlighted that route development provides opportunities for more sustainable development, which focus on the triple bottom line impact of the development. Route development needs to be driven by strong associations, strong public private partnerships and active participation and collaboration amongst all role players. In South Africa, the Midlands Meander, one of South Africa’s most successful routes, has been developed on these principles, albeit not always according to a structured and well-formulated plan. Open Africa defines a route as “a cluster of travel attractions, accommodation, tour operators, local artisans, guides and restaurants. It brings people together from all levels of community to promote travel to their area” (Open Africa, n.d.). Open Africa recognises the tourism as a source of job creation. Their approach is to work with clusters of tourism businesses, and communities to leverage off collective tourism assets and connect travel markets to these clusters. Open Africa focusses not only on the development of tourism clusters into competitive and sustainable destinations, but also on the marketing and branding of these assets. Open Africa plays an important role in creating collaborative partnerships within tourism destination, as they work with a multitude of tourism providers to 1) identify new and existing tourism products, 2) ensure that the right ownership (or championing) for the tourism product development is in place, 3) build capacity through skills programmes and mentorship to facilitate business success, and 4) ensure good market access for businesses. Open Africa is also involved in monitoring and evaluation of conservation assets along routes. Their approach helps to identify policy gaps, supports capacity building and addresses barriers to change, all of which have been highlighted as potential barriers to sustainable tourism implementation amongst SAEs.

Both Lourens (2011) and Open Africa have suggested approaches to sustainable tourism implementation that require strong collaboration amongst stakeholders. Yodsuwan and Butcher (2012) suggested that collaboration and the use of collaboration measures, which have previously been researched in the context of industries other than tourism, are potential change management tools for sustainable tourism implementation. In their study, they highlighted possible measures of successful collaboration to illustrate achievement of their goals (Yodsuwan & Butcher, 2012), for example:

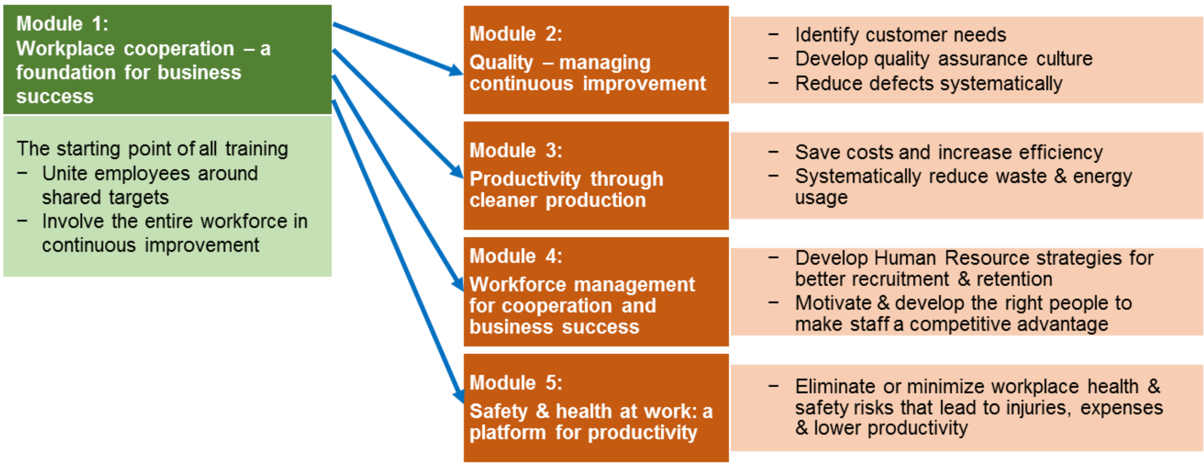
- the satisfaction of stakeholders in the achievement of certain goals through collaboration;
- the retention of the collaborative partnerships as a result of the stakeholders feeling valued.

The five key indicators of successful collaboration are suggested as: 1) trust, 2) communication quality, 3) perceived individual benefit, 4) representation and equal participation, and 5) interdependency (Yodsuwan & Butcher, 2012).

2.8.7 The ILO SCORE programme

The SCORE programme is "a practical training and consulting programme that improves efficiency, service quality and working conditions in small and medium enterprises" (Nyangintsimbi, 2015, p. 62). The programme was originally developed for the manufacturing context, but has subsequently been adapted to support tourism business. This SCORE programme consists of five modules as outlined in Figure 2.6, namely:

- Module 1: Workplace cooperation – a foundation to business success
- Module 2: Quality – managing continuous improvement
- Module 3: Productivity through cleaner production
- Module 4: Workforce management for cooperation and business success
- Module 5: Safety and health at work: a platform for productivity



Source: ILO SCORE article (Nyangintsimbi, 2015, p62)

Figure 2.6: ILO SCORE programme modules

The process steps of the SCORE programme provide an excellent guide and tools to various aspects of sustainability within the tourism business. The SCORE model takes into consideration responsible tourism (for example modules 1, 3 and 5) as well as quality and service aspects (for example modules 1, 4 and 2), thus showing some alignment to the UNEP and UNWTO definition of sustainable tourism (UNWTO, 2011, p. 11). The programme emphasises the need for collaboration, creates awareness amongst employees of sustainable tourism and builds capacity within a business. It also provides useful tools on how to manage and measure consumption within a business.

However, it is important to note that the programme implementation depends initially on a facilitated process, including training and site visits, which requires a business to make staff available for the duration of the training. The training lasts for two to three days, depending on the size of the business with multiple staff members per team. There is also a significant cost attached to the presence of a trained facilitator to manage the process with an establishment. As such, the SCORE programme presents two issues for SAEs: 1) SAEs cannot afford to take their staff complement out of action for two to three days, and 2) the process is costly. The SCORE programme was developed with businesses of 50 employees and more in mind, and therefore in its current form, is not an ideal model for SAEs of less than 20 rooms. In addition, the SCORE programme mainly focusses on the internal operations of a business, and does not draw external stakeholders into the process of creating more sustainable businesses. It lacks mechanisms to create interaction amongst community and public sector stakeholders, as an example.

2.8.8 WTO Indicators of Sustainable Development in Tourism Destinations

The WTO developed a guide book, *Indicators of Sustainable Development for Tourism Destinations* (WTO, 2004), the aim of which was to propose a set of indicators that measure the performance of tourism destinations. Some of the benefits cited by the WTO (2004) of the indicators include:

- They support better decision-making within a destination, therefore reducing unnecessary costs and risks for businesses and the industry as a whole;
- They support the identification of emerging issues, therefore allowing for preventative actions to be taken;
- They support the measurement of tourism impacts (positive or negative), therefore guiding action plans;
- They help the measurement of effectiveness of project implementation therefore providing context of progress made.

The guidebook highlights that indicators selected must be practical and credible, while being time-based to ensure that measures can be compared over time, thus indicating progress. Indicators must also be easily collectable and in a standardised format, to ensure comparability (for example energy consumption per bed night vs energy consumption vs room night). Further, it is highlighted that many tourism indicators already exist within destination for example "tourism arrivals, overnights spent, accommodation capacities" (WTO, 2004, p. 10), but it is important that indicators are relevant to specific context of a destination (or destination specific). Indicators are cited in the guidebook as tools to illustrate progress made against pre-determined destination planning as well as a means to educate stakeholders and call them to action in tourism development. Where no plans are in place, it is important that a planning process precedes the identification of indicators. The WTO further highlights the need to established indicators at national, regional, local, site and business levels (this corresponds with the notion of internal and external factors that influences business performance highlighted in this literature review).

The target users of the guidebook are destination management organisations. While it is mentioned in the guidebook that other stakeholders can also use the guidebook, it was not written specifically with SAE owners and managers in mind. The development process for indicators provided consist of 12 steps, which are primarily focused on the process of developing indicators and the collection of data, and not specifically on the processes of sustainable tourism implementation, which this research focuses on. The 12 steps (WTO, 2004, p. 21) are:

Research and Organisation

Step 1. Definition/delineation of the destination
Step 2. Use of participatory processes
Step 3. Identification of tourism assets and risks
Step 4. Long-term vision for a destination

Indicators Development

Step 5. Selection of priority issues
Step 6. Identification of desired indicators
Step 7. Inventory of data sources
Step 8. Selection procedures

Implementation

Step 9. Evaluation of feasibility/implementation

Step 10. Data collection and analysis

Step 11. Accountability, communication and reporting

Step 12. Monitoring and evaluation of indicators

The guide is therefore recommended as a complementary tool and reference will be made to the 12 steps of developing indicators. The guide provides good guidelines for consultative processes and data collection methods, which are useful in helping to overcoming barriers identified, for example lack of collaboration, lack of awareness, lack of triple bottom line and lack of data and information. Good indicators can also be utilised to support good business case development and measuring triple bottom line impacts.

2.8.9 Policy implementation guides

While an attempt has been made to translate the policies into practical application, the adoption is often intangible and the "how-to" of actually putting policy into action remains an arduous journey. The South African government is adept in the formulation of tourism policy, as highlighted in, for example, the 1996 White Paper on *The Development and Promotion of Tourism in South Africa* (Department of Environmental Affairs and Tourism (DEAT), 1996). The White Paper, however, recognises that sustainability in tourism can only be achieved through the strong policy formulation and implementation strategies to support the sustainable development of the tourism sector. While past opportunities for growth in the sector had been neglected as a result of South Africa's political outlook, future interventions will require strong emphasis in support of entrepreneurship, stimulation of localised product and services development, involvement of rural communities and job creation, amongst others (Department of Environmental Affairs and Tourism (DEAT), 1996). In addition, the White Paper states that tourism provides opportunities to work across cultural barriers, helps to reduce environmental impact, stimulates growth in the informal sector and creates demand from other sectors such as agriculture, manufacturing, financial services, arts and crafts and health and beauty. To aid in the translation of policies formulated into practice, a number of initiatives have followed the 1996 White Paper.

In 2001, DEAT published *South African National Responsible Tourism Guidelines*. The guidelines underpin the South African Government's commitment to the improvement of the quality of life of all South Africans through sustainable development. The guidelines were aimed at empowering tourism businesses to manage and monitor progress towards the principles of responsible tourism, as outlined in the 1996 White Paper (Department of Environmental Affairs and Tourism (DEAT), 2001). However, this document is written in relatively advanced language and provides no specific actions or interventions that accommodation establishment owners are able to immediately implement. *The Responsible Tourism Manual for South Africa* (Spenceley *et al.,* 2002), which was commissioned by

DEAT in 2002, attempts to translate the focus areas identified in the *Cape Town Declaration* by providing practical steps towards their implementation. Audiences targeted by the manual include tourism enterprises, marketing associations, trade associations, professional associations, local and provincial tourism authorities, parastatals and tourism support activities. The manual also provides a list of leaders in establishing responsible tourism in South Africa, which includes the Federated Hospitality Association of South Africa (FEDHASA's membership base is predominantly medium and large hotels and hospitality providers) as well as the Bed and Breakfast Association of South Africa (BABASA). The document of Spenceley *et al.* (2002, p. 9) states:

> The guidelines and this manual provide tools with which people and organisations in the travel and tourism sector can enhance their business activities while simultaneously expanding the socio-economic benefits of tourism for local stakeholders, including but not limited to employees, suppliers and neighbouring communities. These tools also help tourism businesses to respect natural and cultural resources, for the benefit of South African tourism as a whole.

The Responsible Tourism Handbook (Greening the WSSD, 2003) also provides guidelines for tourism operators to adopt responsible tourism practices. The handbook is not intended to provide an exhaustive list of actions to be implemented by tourism businesses to become more sustainable, but rather to provide practical tools and tips which will aid businesses to move forward in the responsible tourism journey. Should business owners be willing to invest the time to read the handbook, they will learn many different approaches to help reduce their operational cost, contribute to less negative environmental impacts and improve social impacts. It is argued throughout this research, however, that before these tools are to be applied by the target market, there needs to be a reason, or a burning platform, for stakeholders and businesses to do so. Firstly, understanding concepts such as "socio-economic benefits" and "respect natural and cultural resources" and buying into the broader economic and societal health of the nation is believed to be beyond the average accommodation establishment owner. To then actually take action to embark on such a journey requires large scale implementation of change theory. While policy formulation and the development of implementation guides are an important step towards a more sustainable tourist industry, what is critically lacking is a comprehensive "how-to" guide for bridging the gap between policy and grassroots transformation of tourism into a more sustainable industry.

Acheampong (2011) in the Eastern Cape highlighted valuable points, as outlined below, that need to be incorporated into future policy formulation:

1) Policy development is an important mechanism for sustainable development in tourism;
2) Selecting the right type of development policy;
3) Inconsistent interpretation of provincial tourism policies and development plans by various stakeholders may lead to inconsistent implementation outcomes;

4) Local economic development actors need to get actively involved in the actual implementation of policy within tourism businesses, and indicators of success need to be adopted and pursued.

5) Tourism businesses will contribute significantly to sustainable development and prosperity of the regions they operate in, provided that they are sufficiently empowered to implement development policies.

6) Tourism businesses need to collaborate with policy makers and share information in order to help the sector make positive impacts.

The South African Tourism Planning Toolkit for local government (Department of Tourism, 2010), which has similarities to the New Zealand Tourism Planning Toolkit (Lincoln University, 2006), is a comprehensive guide that is aimed at helping local government officials do cross-sectorial tourism planning and to "complete a basic tourism plan within a South African local municipality" (Department of Tourism, 2010, p. 14). In addition, it aims to provide guidance – in the context of tourism – for infrastructure planning, community engagement, destination management and marketing efforts. While the toolkit is comprehensive and manages to cover an extensive array of methodologies and topics, it is not user friendly or coherent. Conceptually, however, it does provide useful guidelines to officials on tourism.

Policy formulation on its own does not contribute to overcoming the barriers to sustainable tourism implementation. However, the effective implementation of policies which cuts across various sectors and is underpinned by strong change management processes has the potential to help overcome most of the barriers listed. This includes overcoming the lack of awareness as policy roll-out requires broad stakeholder engagement and consultation and overcoming the lack of collaboration as the policies are cross sectorial. However, policy implementation can only succeed if there is strong collaboration between public sector, private sector and community. As such, it will be up to the private sector to create additional impetus such as illustrating the business case for sustainable tourism implementation and for communities to adopt the changes.

2.8.10 Summary of frameworks for overcoming barriers

Table 2.11 provides a summary of the proposed frameworks/ mechanisms, as well as which barriers they could help overcome. It is, however, critical to note that throughout the previous sections that dealt with the sustainability of SAEs, a multitude of actors have been mentioned. These include government entities, policy makers, tourism and hospitality business owners and managers, the tourist, community members, service providers and other value chain participants as well as certification bodies. For each barrier, these actors will have critical roles to play in helping SAEs overcome the barriers to implementation of sustainable tourism practices: "Increasingly, the challenge for local government in managing tourism is not in preparing plans and policies or undertaking new initiatives, but in collaborating across internal organisational silos and across artificial administrative boundaries to provide a more integrated approach" (Dredge, *et al.*, 2011, p. 101). Leslie (2012) found (as previously shown), that tourism planning seldom involves the community impacted or presents their interests.

Table 2.11: Frameworks to overcome the barriers to sustainable tourism implementation

List of frameworks that could be used as mechanisms to implement sustainable tourism practices amongst SAEs	Lack of policies	Lack of collaboration	Lack of awareness	Lack of triple bottom line	Lack of capacity	Lack of business case	Lack of data & information
1. UNESCO World Heritage Online Sustainable Tourism Toolkit		X	X	X	X		
2. Incentives and change processes	X		X			X	X
3. Creative outposts		X	X	X	X		
4. Inclusive business in tourism		X	X	X	X		X
5. Route development	X	X	X	X	X	X	
6. Sustainable tourism certification / SANS 1162:2011			X	X		X	
7. ILO SCORE programme		X	X	X	X		X
8. Policy formulation and policy guides	X	X					
9. WTO Indicators for Sustainable Destination		X	X	X	X	X	X

The UNESCO Operational Guidelines (UNESCO, 2012) provide a detailed policy framework for the protection of World Heritages Sites, so as to ensure that natural heritage is protected for future generations. The document calls for the participation of a wide spectrum of stakeholders, both in and around the heritage sites, and includes managers, all three tiers of government (national, provincial and local), private sector organisations, community members, suppliers, and other interested parties. While this document focuses specifically on World Heritage Sites, it can be argued the same principles should apply to sustainable development and protection of tourism assets, for example, natural environment, biodiversity, cultural and historical products and communities.

Yodsuwan and Butcher (2012) suggested that collaboration and the use of collaboration measures, which have previously been researched in the context of industries other than tourism, as potential measures for sustainable tourism implementation. In their study, they highlighted possible measures of successful collaboration, for example, the satisfaction of stakeholders in the achievement of certain goals through collaboration, the retention of the collaborative partnerships as a result of the stakeholders feeling valued in the achievement of the goals. The five key indicators of successful collaboration are cited as 1) trust, 2) communication quality, 3) perceived individual benefit, 4) representation and equal participation, and 5) interdependency. In summary, if designed and executed appropriately, the provision of incentives can be a good mechanism to overcome some of the barriers to sustainable tourism implementation. Dinica (2006) concluded that projects require three key elements to be effective: 1) information, 2) motivation, and 3) resource change. In addition, the degree to which follow-up actions were implemented after the initial interventions have been completed, the collection of meaningful data before and after implementation and the provision of certain incentives for voluntary adoption of sustainable tourism principles were cited as critical success factors. The adoption of incentives is useful to initiate change it is has limited application in overcoming many of the other barriers to sustainable tourism implementation. The right policies need to be in place and implemented successfully to ensure adoption of the desired actions are supported.

The concept of creative outposts drew attention to specific requirements for success of sustainable tourism projects, i.e. the local tourism office (which would be run by the local tourism association in South Africa), local networks, cross cultural collaboration and local beneficiation from tourism.

Certification provides economic benefits, better marketability, and better training tools or SAEs. It was illustrated that certification focuses the sustainability of individual businesses, provides capacity within the business and extends to local communities insofar as certain practices such as procurement of local products are adopted, it provides opportunities for collaboration amongst tourism value chain participants. Certification on its own has limited application in overcoming other barriers highlighted for example policy formulation and collaboration.

Inclusive business in tourism, which includes community-based tourism has great potential to help overcome many of the barriers to sustainable tourism implementation amongst SAEs, including lack of awareness, lack of collaboration and lack of capacity to implement sustainable toruism practices. The critical success factor, however, for this approach to succeed, is for SAEs to collaborate and to find the opportunities within the supply chains. Policies could support community capacity building and community development, bur concerted efforts would be required for SAEs to collaborate in creating adequate deman for local products and services. The question that arises is whether the demand will be created by tourists or other businesses / SMMEs within the supply chain or both, and how this demand will be created.

Route tourism has the potential to stimulate economic activities in an area through collective marketing of the route as well as local tourism business development. Through route development, communities become partners in the development of tourism and therefore create greater opportunities for collaboration and greater focus on the triple bottom line impact of the development.

The ILO SCORE programme provides excellent tools for overcoming many of the barriers identified, including lack of collaboration, lack of awareness, lack of triple bottom line impacts and lack of capacity.

However, the main drawbacks of the programme include the costs, the time constraints of an average SAE and its staff. The ILO SCORE programme was developed with businesses of 50 employees and more in mind, and therefore in its current form, is not an ideal model for SAEs of less than 20 rooms.

Policy formulation on its own does not contribute to overcoming the barriers to sustainable tourism implementation. However, the effective implementation of policies which cuts across various sectors and is underpinned by strong change management processes has the potential to help overcome most of the barriers listed. This includes overcoming the lack of awareness as policy roll-out requires broad stakeholder engagement and consultation and lack of collaboration as the policies are cross sectorial. However, policy implementation can only succeed if there is strong collaboration between the public sector, private sector and community. As such, it will be up to the private sector to create additional impetus such as illustrating the business case for sustainable tourism implementation and for communities to adopt the changes.

2.9 Summary of the literature review

This chapter has highlighted that, for South Africa's smaller accommodation sector to move forward with sustainable tourism implementation, a proactive mind-set change amongst all stakeholders that participate in the smaller accommodation sector as a "sub-industry" is required. It is critical that the sector is recognised not only for its uniqueness and its unique challenges, but also for the role it plays in the overall sustainability of the South African economy. In addition, a clear understanding of what sustainable tourism means is required to ensure that stakeholders work collaboratively towards the same goals. A number of threats to the overall sustainability of this sector have been highlighted through Porter's Five Forces Model. While the NTSS provides a bold plan for transformation to a more sustainable tourism sector by 2020, many barriers exist to the adoption of sustainable tourism practices by SAEs. These include the lack of appropriate policies, ineffective dissemination of information, lack of buy-in and commitment from owners and managers, lack of localised support and incentives, non-recognition of SAEs as a uniquely defined business sector as well as the lack of a unified view of the definition of an SAE.

It is therefore imperative that programmes are developed for the SAE sector to support businesses in the implementation of the NTSS. These programmes should ring-fence SAEs as a standalone sector and provide practical and accessible guidelines to achieve measurable impacts, thus helping SAEs to overcome the barriers. The literature review highlighted that there are already several frameworks, approaches and toolkits that have been developed with the aim of helping various stakeholders with the implementation of sustainable tourism practices. These frameworks, approaches and tools have been summarised in Table 2.10, contextualising the fact that no single framework has the potential to help overcome all barriers identified. However, a combination of these frameworks does have this potential. Table 2.10 will therefore be used as a guideline to help develop the framework that will assist SAEs to implement sustainable tourism practices in line with the aim and objectives of this research.

The subsequent chapters of this research provide an outline of the approach and methodology used to research the barriers to sustainable tourism practices within SAEs as well as the related findings. The framework will be shaped and formalised in the last two chapters of this research.

Chapter 3. Research design, research methodology and target population

"We're never going to scare people into living more sustainably! We have to be able to demonstrate just how dynamic and aspirational such a world could be." Jonathon Porritt

3.1 Introduction

The purpose of this chapter is to outline the design and methodology used to achieve the research objectives, thus answering the research question. The design outlines types of research instruments used as well as the approaches used to collect and analyse data. The chapter also describes certain constraints faced in the execution of the research.

Bridging the Research Gap (Bansal *et al.* 2012) provides insights into the modern methods (methodologies) used to ascertain that research at an academic level meets the requirements of management practices, thus ensuring that optimal value is derived from the research. Bansal *et al.* (2012) attempted to provide solutions on *how* to bridge the gap between field research and business solutions which traditionally results in disparate goals and perspectives. While it is asserted that the gap is required to ensure that research does not lose objectivity, solutions need to be provided to *bridge* the gap rather than *close* it. Bansal *et al.* (2012) referred to the work undertaken by the Sustainable Business Network (SBN) which is concerned with building models for sustainable business development. Of relevance to this research is that its design is aimed at managing the paradox that exists between research and practice. The intention of this research is to inform practice, therefore achieving its aim, which is to identify key barriers to the implementation of sustainable tourism practices amongst SAEs and to develop a framework to overcome these barriers, so that SAEs can align their operations to the principles of sustainable tourism.

To achieve the aims and objectives of this research, it was necessary to gather information on the state of sustainable tourism practices amongst SAEs in South Africa. Both qualitative and quantitative data was collected through various structured interventions, which were broad enough to ensure "implementability", yet specific enough to adequately address the research objectives.

3.2 Research design and methodology

This research builds on previous research undertaken on the topic of sustainable tourism implementation amongst smaller tourism businesses, and where possible with a specific focus on SAEs. The research is exploratory in nature and the questions for various audiences, which provided primary data, were aimed at broadening the knowledge base of the possible barriers to sustainable tourism implementation amongst SAEs. The research utilised a multi-method survey approach to collect primary data in both qualitative and quantitative formats. The process utilised to select an appropriate research design is illustrated in Figure 3.1. This is based on the guidelines provided by Mouton (2011, pp. 144-145).

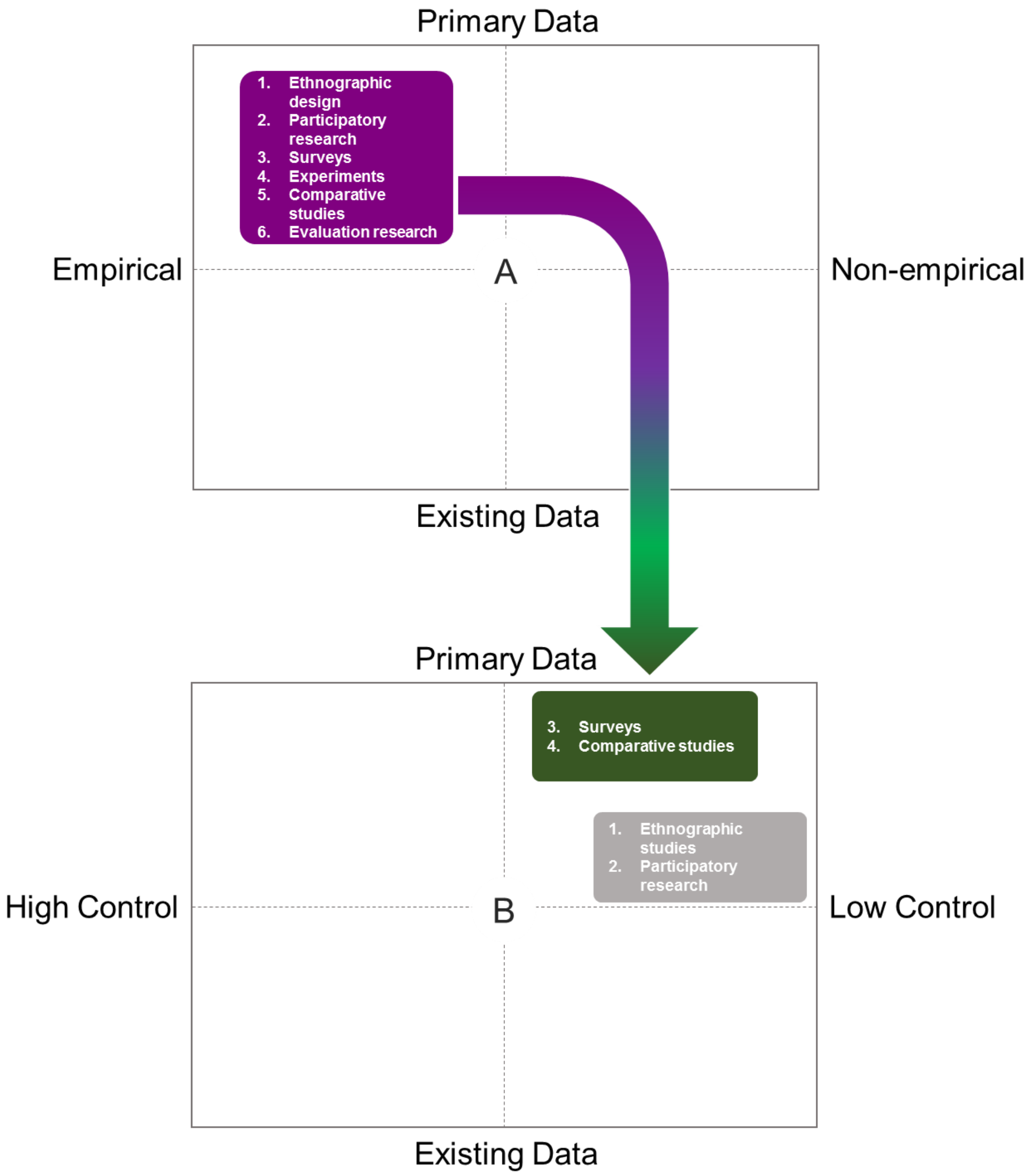


Figure 3.1: Research design process (Mouton, 2011, pp.144-145)

A deeper understanding of the barriers to implementation of sustainable tourism amongst SAEs was essential to answer the research question, aim and objectives. Due to the lack of previous research that honed in specifically on the smaller accommodation sector, the research is empirical. In addition, very little accessible data exists which could be analysed to inform this research and the extraction of primary data was required. Secondary data was mainly drawn from previous industry experiences and had limited application for this research. Both qualitative and quantitative data was obtained to draw broad conclusions on the state of sustainable tourism implementation amongst SAEs and to identify key barriers that potentially exist, thus preventing the implementation of sustainable tourism practices. These were viewed in the context of barriers to the implementation of sustainable tourism practices identified in the literature review. Where existing secondary data was available, this was used to support or emphasise the findings of the research. As shown in block A of Figure 3.1, the research design options were then limited to six basic designs (i.e. ethnographic design, participatory research, surveys, experiments, comparative studies, evaluation research). Due to the nature of the research, which targeted specific types of businesses (SAEs) within an existing industry (tourism), the level of control over the area of research was relatively low. The main source of control lay in the ability of the researcher to target specific groups of research participants (for example industry experts and establishment owners/managers), but overall control was limited, as the research required willingness and consent from industry stakeholders to participate in the research. As shown in block B of Figure 3.1, this further guided the research design to two possible designs (i.e. surveys and comparative studies). The research is not aimed at drawing comparisons amongst various types of industries or businesses, but aims rather to explore the industry to ascertain the status in relation to the problem and thus used a survey approach.

The title of the research. (i.e. "*Sustainable tourism implementation for smaller accommodation establishments in South Africa"*) was broken into its different parts, which were arranged to formulate the conceptual framework, illustrated in Figure 3.2. The conceptual framework formed the basic structure for presentation of the research findings. The five phases of the research placed emphasis on different components of the contextual framework, as outlined in Table 3.1.

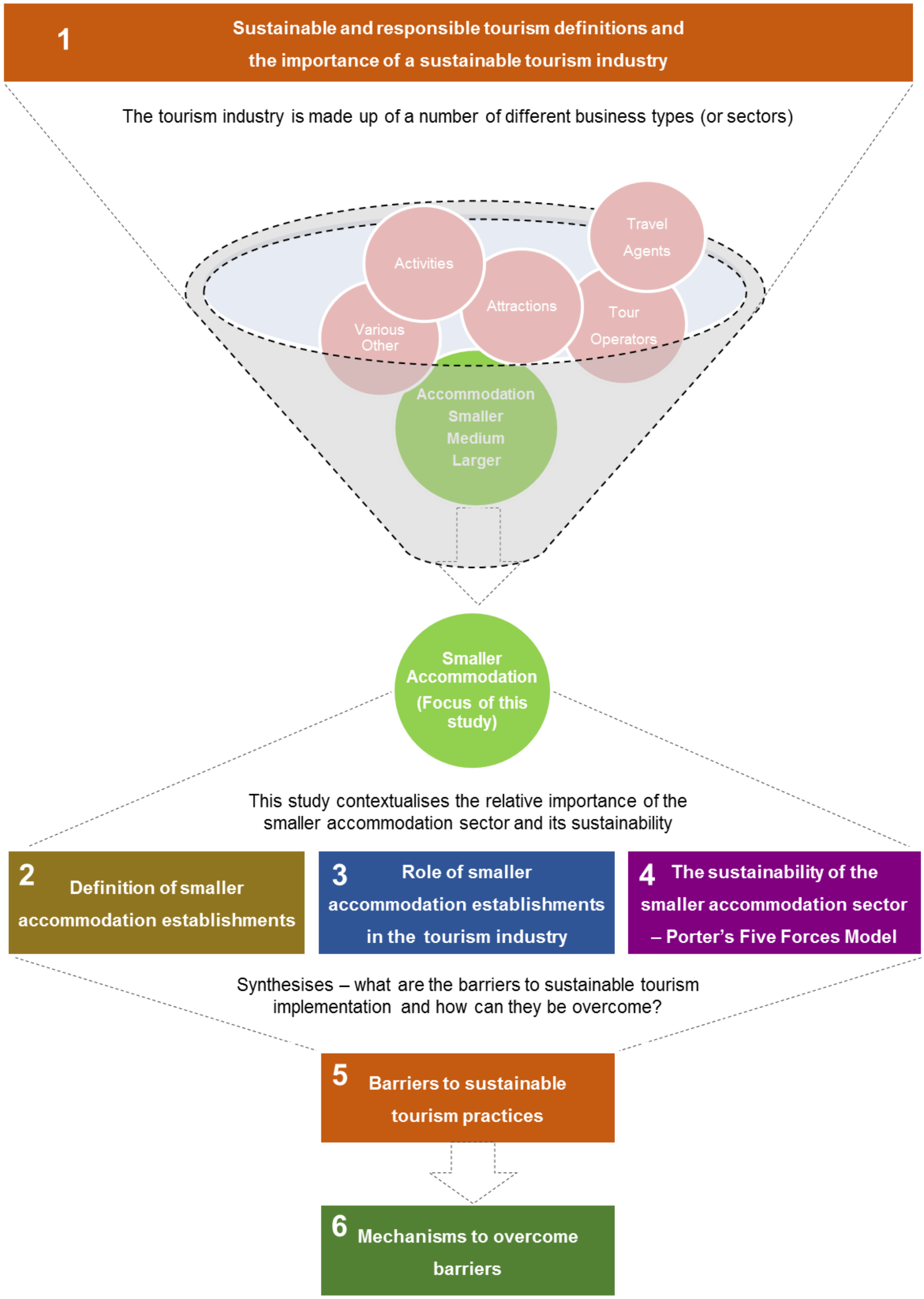


Figure 3.2: Conceptual framework for the literature review

Table 3.1: Emphasis of the five phases of this research

Phase and description	Strengths of findings within the conceptual framework					
	Sustainable & responsible tourism definitions	Definition of SAEs	Role of SAEs in industry	SAE sustainability – Porter's Five Forces	Barriers to sustainable tourism implement-ation	Frameworks for sustainable tourism implement-ation
1) Detailed literature review	X	X	X	X	X	X
2) Industry expert questionnaires	X	X	X	none	X	limited
3) Broad industry surveys	X	X	limited	limited	X	limited
4) Focus groups and personal interviews	X	X	limited	none	X	limited
5) Synthesis, recommendation, further research	X	X	X	limited	X	X

Table 3.1 illustrates that due to the nature of the research, as well as limitations in scope and complexity, no conclusions were drawn on the sustainability of the industry using Porter's Five Forces as a guide in phase 2 (Industry expert questionnaires) and limited findings were drawn from phases 3 and 4 (Broad industry survey and Focus group/ individual interviews) on the role of SAEs in the industry and the sustainability of the industry using Porter's Five Forces as a guide. The frameworks for overcoming the barriers to sustainable tourism implementation were assessed in phase 1 (Detailed literature review), but the limited findings from phases 2, 3 and 4 were collectively utilised to synthesise a new framework.

3.3 Detailed literature review

A detailed literature review was conducted, accessing both local and international research, industry articles, books written on related subjects and relevant conference proceedings that are related to responsible tourism, sustainable tourism and sustainable business. This was done to assess the depth of current research on successful or failed implementation of sustainable business practices amongst tourism businesses in general, and accommodation establishments specifically.

The literature review was arranged by construct (Mouton, 2011) and aimed to established the current landscape of sustainable tourism implementation, both locally and internationally. It investigated a number of concepts and definitions pertaining to sustainable tourism focusing on the following key constructs (Mouton, 2011) related to sustainable tourism implementation amongst SAEs. These are:

1) Definitions of sustainable tourism vs. definitions of responsible tourism;[1]
2) Definition of an SAE;
3) The role of smaller accommodation in the tourism sector;
4) Industry sustainability analysis;[2]
5) Barriers to the implementation of sustainable tourism practices; and
6) Frameworks and mechanisms to overcome the barriers to sustainable tourism implementation.

The literature review referenced current research and literature to draw conclusions on definitions for sustainable tourism. It then contextualised "smaller accommodation establishments" in terms of how they should be defined as well as their relative position as a sector of the tourism industry. From there, an investigation was done on the relative sustainability of the smaller accommodation sector and the possible barriers to sustainable tourism implementation.

To achieve this, Porter's Five Forces Model (Porter, 1991) was utilised as a tool to determine the relative sustainability of the SAE sector in its current state. It was used as a lens through which to identify some of the key barriers to sustainable tourism implementation amongst SAEs in addition to barriers identified in the initial phases of the literature review. Once the relative sustainability of the SAE sector was established, several previously developed frameworks and concepts, which were aimed at guiding the implementation of sustainable tourism, were identified. These were analysed for their suitability to help overcome the barriers to sustainable tourism implementation amongst SAEs.

The findings and conclusions from the literature review were used as input to shape the industry expert questionnaires, the broad industry survey and the focus group interview questions.

3.4 Industry expert questionnaires

This phase of the research tested the perceptions of experts in the South African tourism industry on the definition of an SAE, the relative importance of SAEs in the tourism industry and the barriers to sustainable tourism implementation amongst SAEs. In addition, it tested how the experts believed barriers could be overcome. This was achieved through conducting and documenting a series of questionnaires with a selected group of experts. The questions were primarily exploratory in nature (Mouton, 2011), however existing literature on responsible and sustainable tourism were utilised to formulate questions.

[1] It must be noted that because "responsible tourism" and "sustainable tourism" are used interchangeably in South Africa, all questionnaires referred to both terms.

[2] Note that the use of Porter's Five Forces was an afterthought and a main shortcoming in the planning of the research. It was only during the writing up of the research findings that the researcher adopted Porter's Five Forces as a "lens" through which to study the sustainability of the industry.

aFor the purpose of this research, and to compile an inventory of experts, tourism industry experts are defined as:

> *Individuals representing certification companies, consulting companies, academia, government agencies, non-government organisations and small accommodation establishment (SAE) owners who are involved in responsible tourism and sustainable tourism activities such as policy formulation, research, consultation or implementation.*

As the concepts of responsible tourism and sustainable tourism only became a focus area in the South African tourism sector after 1996, and as the uptake of the practices promoted have been slow, it is unclear how many industry experts exist. While an attempt was made to define the term "industry expert", the definition is subjective and no population size of experts is known. In line with the recommendations of Alston and Bowles (2003) and Waters (2014), the snowball approach was therefore utilised to identify who the tourism fraternity in South Africa deems to be sustainable tourism experts. An inventory of 14 possible experts was created, using the snowball approach. The first expert was identified through existing business networks. Once this expert was contacted and co-opted to participate in the research, she was requested to refer additional experts. Not all experts could recommend new names (in other words, the same experts were referred to by various other experts). Each expert recommended was approached individually and formally engaged through an initial telephone call and a follow-up e-mail. Through this process an inventory of 14 possible experts was drawn up and contacted over a period of 4 months. Of the total of 14 names collected, only nine industry experts completed the research process, despite numerous follow-up requests. The details of the industry experts who participated in this part of the research is provided in Table 3.2. Considering that only 14 experts were listed through the snowball approach and that experts referred to the same individuals repeatedly, it appears that the population of experts currently in South Africa is small. The responses of nine of the 14 experts is therefore deemed sufficient (de Vos *et al.*, 2011).

The Delphi method was originally developed to obtain the most popular viewpoint from a group of participants (Dalkey & Helmer, 1963). The premise of this method is that the collective opinion of a group is more powerful than the opinions of each individual. Since its development, the method has been extensively used in sustainable tourism related research, as is illustrated for example by Runyan & Wo (1979), Murphy (1983), Miller (2001) and Donohoe (2011). The Delpi method "is widely recognised to represent a very flexible research method, and one that can lend an added dimension of rigour to addressing the kinds of questions and issues that are difficult to research using more conventional methods" (Garrod & Fyall, 2005, p. 85). The Delphi method was selected for this research to combine individual participants' expertise and knowledge to achieve consensus on the most prevalent barriers to responsible and sustainable tourism implementation and approaches to overcome these. This method was selected as it initially tests agreement or disagreement amongst participants on certain key questions. The survey made use of statements followed by multiple choice answers, from which the industry expert could select the most relevant choice that best described their assertion of the statement. A simple five scale symmetrical answer category was utilised (Harkness, 2012). The scale selected in cases where agreement or disagreement was sought from respondents, utilised wording that is commonly found in survey research questionnaires and represented a balanced scale of positive and negative answers (Harkness, 2012; Mouton, 2011). Once this had been achieved, the collective findings were fed back to participants and they were given the opportunity to adapt their responses, based on the views of the other participants. In this way, optimum consensus was reached on the questionnaire responses.

The sample invitation to industry experts to participate and provide consent appears in Appendix A. The questionnaire used is provided in Appendix B. The method followed for the industry expert questionnaires is illustrated in Figure 3.3. The first round of the questionnaire was conducted between December 2013 and January 2014. Feedback was provided to experts in February 2014, and final responses for the second round were received in March 2014. Follow- up telephone conversations with six of the nine experts were conducted at the end of April 2014. Interviews with the remaining experts would have been superfluous. The interviews with experts did not provide any new or significant input into the outcomes of the survey.

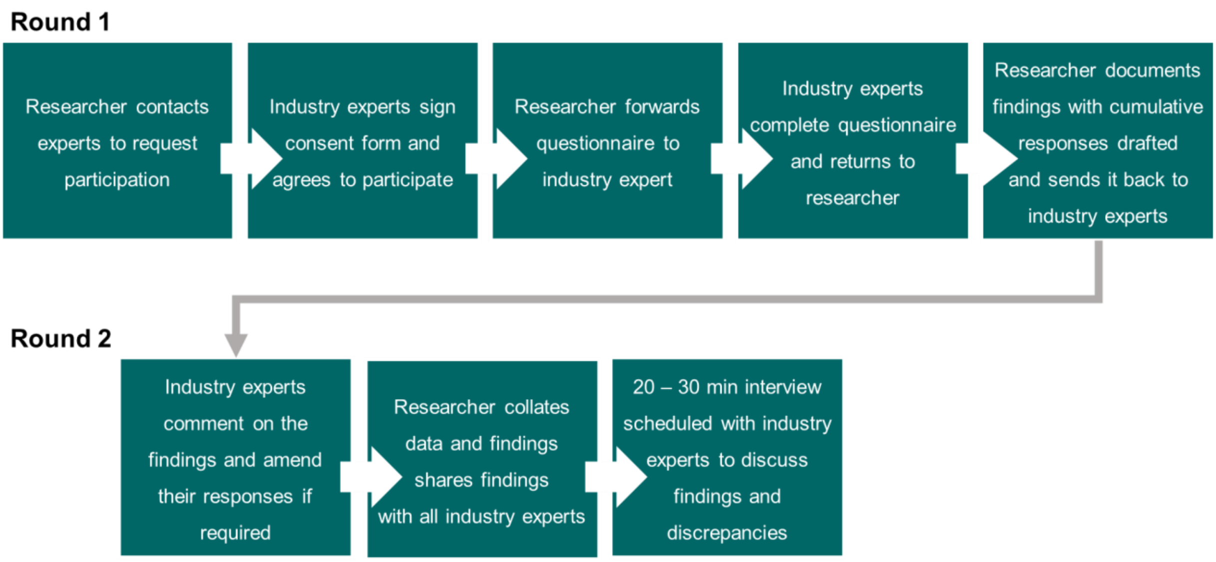


Figure 3.3: Industry expert research methodology based on the Delphi Method

The questionnaire developed for this phase was derived from insights gained during the detailed literature review, and contained mainly qualitative questions. The structure of the questions followed the conceptual framework of the literature review, which is outlined in Figure 2.1 and Figure 3.2. The questionnaire consisted of multiple choice questions and questions requiring free text responses. Key focus areas included the definition of SAEs, the relative importance of the smaller accommodation sector in tourism, policies formulated to support implementation, models used for sustainable tourism implementation as well as the readiness of the sector to implement sustainable tourism and adopting the changes that are required for this.

Table 3.2: Industry experts and participation

No	Location	Description of role and specialist field	Status
1	Cape Town	International responsible tourism organisations, various committees, sustainable tourism, policy, standards development and economic development expert	Participated
2	Johannesburg	Founder of non-profit organisation concerned with sustainable tourism implementation in South Africa and guest house owner	Participated
3	Johannesburg	Director of responsible tourism certification body	Participated
4	Tshwane	General manager of responsible tourism certification body	Participated
5	Knysna	CEO of organisation concerned with environmental planning and research in tourism	Declined
6	Roodepoort	Associate professor of responsible tourism research and development at a South African university	Participated
7	Pretoria	Responsible tourism policy formulation – Department of Tourism	Declined
8	Johannesburg	Tourism development and sustainability lecturer and researcher at a South African university	Withdrew
9	Hekpoort	Sustainable tourism consultant and founding member of responsible tourism certification body	Declined
10	Johannesburg	Responsible tourism policy and implementation – Gauteng Province	Participated
11	Cape Town	Responsible tourism policy and implementation – Western Cape	Declined
12	Johannesburg	Sustainable tourism training and development specialist	Participated
13	Tshwane	CEO of organisation concerned with eco-tourism implementation	Participated
14	Johannesburg	Director concerned with tourism strategy and research	Participated

3.4.1 Definition and categorisation of SAEs

The first part of the industry expert questionnaire centred on the question of whether there should be a single definition for an SAE, and if so, which dimensions should be used to define an SAE. Specific statements / questions were:

1) The South African tourism industry needs to agree on a single definition of a "smaller accommodation establishment" in order to gain an in-depth understanding of this market.
2) Which of the following is the most important dimension to define a "smaller accommodation establishment" vs. "medium and large accommodation establishments"?
    a. No. of rooms
    b. No. of full-time staff employed
    c. Annual turnover
    d. Other
3) What type of establishments should be included in the above definition?
    a. Backpackers
    b. Bed & breakfast
    c. Boutique hotel

d. Country house
e. Country lodge
f. Farm stay
g. Game lodge
h. Guest house
i. Guest lodge
j. Homestay
k. Self-catering establishment
l. Small hotel

Current categories that are used by the TGCSA and other literature, as outlined in the literature review, were listed.

3.4.2 Estimation of the size of the sector

The next phase of the industry expert questionnaire raised the question of the relative size of the small accommodation sector, based on the inclusion of the various categories of establishments. Respondents were requested to provide an estimate of how many SAEs there are in South Africa based on the categories that they had selected in the previous question. The experts were then asked to list relevant indicators they believed should be used to quantify the size of the small accommodation sector in relation to the tourism industry.

3.4.3 Responsible and sustainable tourism policy formulation and implementation

This section of the industry expert questionnaire dealt with the progress made on policy formulation, implementation and measurement of success in relation to responsible tourism and sustainable tourism principles. Specific statements posed to industry experts in this regard were:

1) The South African government has developed adequate policies to create an enabling environment for the implementation of sustainable / responsible tourism practices within the small accommodation establishment sector;
2) Progress made with the implementation of sustainable / responsible tourism practices within the small accommodation sector is satisfactory;
3) In South Africa, adequate data exists to measure the level of sustainable / responsible tourism implementation in the small accommodation establishments;
4) In order for South Africa to be “A top 20 tourism destination in the world by 2020”, the uptake of sustainable / responsible tourism principles within the small accommodation sector must increase significantly;

5) The small accommodation sector has the potential to create an additional 225,000 direct jobs by 2020 in line with the National Tourism Sector Strategy vision.

3.4.4 Indicators of sustainable tourism implementation

This section focussed on the key indicators of successful sustainable tourism implementation. Questions centred on the models that exist for successful sustainable tourism adoption as well as the factors that determine successful implementation. Questions / statements included were:

1) Appropriate models for the implementation of sustainable / responsible tourism practices in small accommodation establishments in South Africa exist;
2) The number of certificated smaller accommodation establishments (for example SANS 1162:2011, Fair Trade Tourism Standards or the Heritage Environmental Management Company Standards) is an important indicator of the sustainability of the smaller accommodation sector;
3) The number of graded smaller accommodation establishments (Tourism Grading Council of South Africa) is an important indicator of the sustainability of the small accommodation sector;
4) Experts were asked to list the most important indicators of responsible tourism implementation.

3.4.5 Business case for sustainable tourism implementation

The industry experts were questioned as to whether they believed that there is a strong enough business case for the implementation of sustainable tourism amongst SAEs. If so, it is crucial for the sector players to be ready for adopting new ways of managing their businesses and changing towards the implementation of sustainable tourism practices. Specific questions / statement on this topic included:

1) Foreign travellers to South Africa want to know that destinations have implemented measures to reduce negative social impact in areas of operation.
2) Foreign travellers to South Africa want to know that destinations have implemented measures to reduce negative environmental impact in areas of operation.
3) There is not enough collaboration amongst industry stakeholders to facilitate adoption of sustainable / responsible tourism practices by smaller accommodation establishments.
4) There is not enough information available to smaller accommodation establishments on how to implement sustainable / responsible tourism practices.
5) There is not enough information on how to be a sustainable / responsible tourist (domestic and international) to bring about behavioural change when travelling.
6) The small accommodation sector is not ‘change-ready’ to implement sustainable / responsible tourism practices.

3.4.6 Specific barriers to sustainable tourism implementation

This section of the questionnaire focused on gaining insights from industry experts about the potential barriers to sustainable tourism implementation. Specific questions / statement on this topic included:

1) There is not enough collaboration amongst industry stakeholders to facilitate adoption of sustainable / responsible tourism practices by small accommodation establishments.
2) There is not enough information available to small accommodation establishments on how to implement sustainable / responsible tourism practices.
3) There is not enough information on how to be a sustainable / responsible tourist (domestic and international) to bring about behavioural change when travelling.
4) There is not enough information about the role of communities in the implementation of sustainable / responsible tourism.
5) There are not enough resources available to facilitate the implementation of sustainable / responsible tourism practices across South Africa.
6) There is not a strong enough 'business case' for small accommodation establishments to adopt responsible / sustainable tourism practices.
7) The Small Accommodation sector is not 'change ready' to implement sustainable / responsible tourism practices.
8) The current levels of tourism related crime in South Africa need to reduce to ensure sustainability in the small accommodation sector.

3.4.7 Expert opinions – how to overcome barriers

This last section of the questionnaire asked the experts to provide their views, in free text, on the most important changes that need to be implemented to ensure that sustainable tourism practices are adopted by the small accommodation sector, and how these should be measured. Specific questions raised were:

1) In your view, what are the most important changes that need to be implemented (and by whom) to ensure sustainable / responsible tourism principles are adopted by the small accommodation sector in South Africa? (list five in order of importance,1 being most important)

2) In your view, what are the 5 most important indicators to measure the level of sustainable / responsible tourism implementation within the small accommodation sector in South Africa? (list five in order of importance,1 being most important)

3.5 Broad industry survey

According to Mouton (2011, p. 153), research using surveys are “usually quantitative in nature” and “aim to provide a broad overview of a representative sample of a large population”. The broad industry survey was a critical phase of the research as it was aimed at understanding in more depth the challenges and supporting factors of SAEs from the perspective of the people that own and manage them. The degree to which establishment owners/managers have implemented tourism practices would only become clear through formulating specific questions about their current practices, thus extracting both facts and opinions from them. The survey tested the general awareness of – and affinity to – sustainable tourism amongst smaller accommodation owners and managers, as well as the degree to which they had started implementing sustainable tourism practices.

The SANS 1162:2011 was utilised as a guideline to formulate specific questions regarding their environmentally responsible, socially responsible and economic practices. The survey also identified a number of barriers, whether real or perceived, to the implementation of sustainable tourism practices, thus enabling a broad comparison with some of the barriers identified in the preceding two chapters, i.e. the literature review and the industry expert questionnaire.

The broad industry survey questionnaire utilised a mixed method of data collection, and contained qualitative and quantitative questions. Quantitative and objective data was collected to provide comparative indicators, which would allow for the creation of benchmarks on various aspects of smaller tourism businesses. Qualitative and subjective data was aimed at understanding the context within which SAEs in South Africa operate, what the major challenges or barriers are to remaining sustainable and the opportunities that exist to create more sustainable businesses. The broad industry survey therefore drew on both objective and subjective perspectives from the market on:

1) The understanding of responsible and sustainable tourism as a concept;
2) The degree to which these practices have been implemented;
3) The sustainability issues of the smaller accommodation sector;
4) The barriers to implementation of these practices;
5) Data (if any) on current performance against some of the key SANS1162:2011 criteria.

This approach enabled the identification of possible additional research questions that may have been overlooked in steps during the literature review and the industry expert questionnaires (Mouton, 2011). The use of both concepts, i.e. responsible and sustainable tourism were used interchangeably because the South African industry has adopted “responsible tourism” as an equivalent concept to sustainable tourism. This has been discussed in detail in section 2.2 of the literature review.

3.5.1 Broad industry survey participants – context and sample size

During this phase of the research, an inventory of possible participant SAEs across South Africa (i.e. the population of SAEs) needed to be created. While the definition and constitution of an SAE varies greatly worldwide and in South Africa, an assumption had to be made of the definition and the relative number of establishments that meet this definition in order to estimate the population of SAEs. The assumed size of and SAE was based on the findings of the literature review and on the industry expert opinions. The definition adopted included all accommodation establishments with 20 rooms or less. However, as outlined in the literature review and the industry expert questionnaire, the estimated size of the smaller accommodation sector varies between 20,000 and 60,000 SAEs. It was therefore not possible to determine the size of the population of SAEs. It was assumed therefore that the population was an average of 20,000 and 60,000 (roughly the lower and upper limits of the experts 'estimations), i.e. 40,000 establishments.

De Vos *et al.* (2011) recommended a sample size of 3.667% for a population of 40,000. In other words, if it is assumed that 40,000 SAEs exist in South Africa, 1,467 responses were required. De Vos *et al.* (2011), however, also stated that a major determinant of acceptable sample sizing would be feasibility of attaining the sample. The NDT (Nkosi, senior manager NDT, personal interview, 2014]) and the STPP (Ms C Ungersbock [sustainable tourism industry expert and small accommodation establishment owner], personal communication, November 6, 2014), indicated that response rates amongst accommodation establishments in South Africa have been extremely low with their surveys hardly ever yielding more than 100 responses, even if industry partners participated in distribution of surveys. The sample selection process that was followed for this part of the research is illustrated in Figure 3.4.

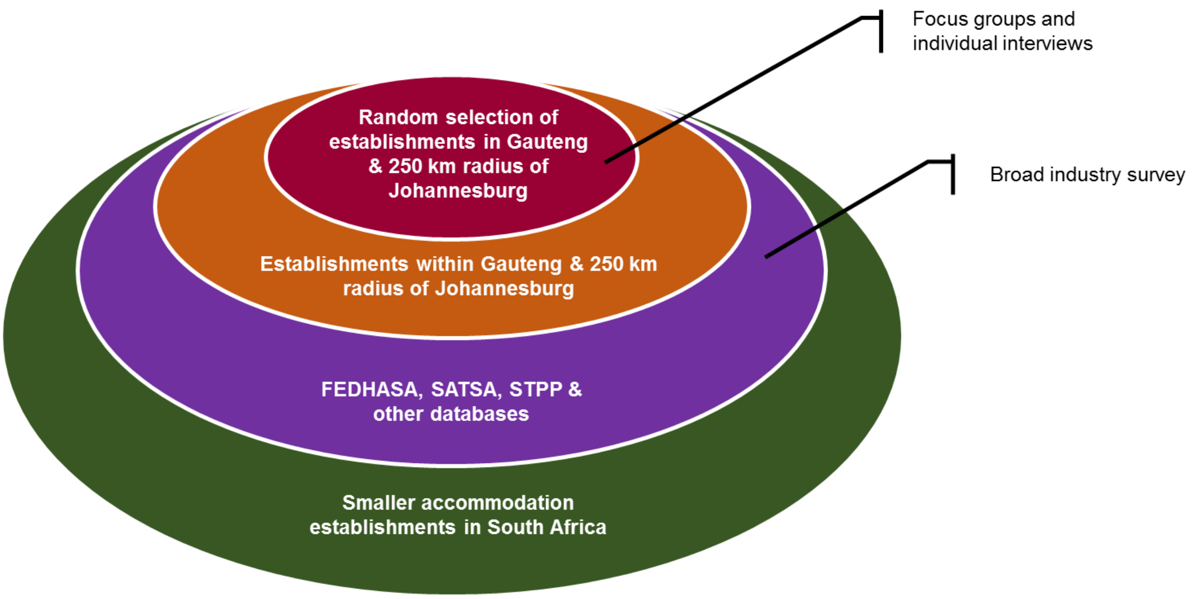


Figure 3.4: Broad industry survey and focus groups

Figure 3.4 refers to SAEs in South Africa, which represent the population of SAEs targeted for this research (De Vos *et al.,* 2011, Mouton, 2011). However, there is no data that is sufficient to pinpoint this number. Since no single point of contact exists for all these establishments, it was decided to request industry associations to distribute the questionnaires to their members. Accordingly, FEDHASA, SATSA, BABASA and the NAA-SA, which all represent accommodation establishments at a national level, were requested to distribute questionnaires to their respective member bases. The associations themselves are unable to estimate how many establishments there are in South Africa, and what percentage of this they represent. However, the collective membership, excluding overlapping membership amongst associations, is estimated to be in the vicinity 2,500 members collectively. However, of these, only a portion would be smaller accommodation establishments with approximately 20 rooms or less (there are no accurate statistics available, so this number is an estimate based on the opinions of association secretaries / managers). The STPP also distributed the questionnaire to its database, which consisted mainly of accommodation establishments of fewer than 50 rooms. While the STPP database contained approximately 4,000 records, it is believed that a high percentage of establishments were also FEDHASA, SATSA, BABASA and NAA-SA members. All associations indicated that their mailing data bases contained both member and non-members (in other words, their data was not 100% clean). Specific local associations such as the municipal tourism associations were also targeted, but many indicated that they did not believe their members would be willing to share data or participate, based on previous experience with such research. This confirmed the concerns raised by the NDT and STPP mentioned above. In some instances, the local associations indicated that they did not know the actual numbers of establishments in their areas, as many establishments prefer to "remain under the radar" [personal interview with anonymous association chair in KwaZulu Natal, 2014 and 2016]. Factors that were deemed as limitations to the response rates were:

1. Lack of fast Internet access in deeper rural areas in South Africa;
2. General apathy to respond to surveys and research questionnaires amongst smaller tourism establishments according to industry experts (Nkosi, senior manager NDT, personal interview, 2014]), (Ms C Ungersbock [sustainable tourism industry expert and small accommodation establishment owner], personal communication, November 6, 2014);
3. The lack of sufficiently large data bases amongst the major tourism associations.

The responses received would therefore be skewed towards establishments that already have reliable access to the Internet and to emails and are correctly represented on existing databases of associations. Further, it must be noted that in South Africa, many accommodation establishments either do not belong to associations[1], or if they do belong to associations, they belong to more than one association. It is therefore extremely onerous, unless a list of names of establishment belonging to each association is available, to actually map out the number of accommodation establishments. This

[1] In Kwazulu-Natal, one of the conditions of receiving a business licence is that tourism businesses must belong to a community tourism association (CTO). A quick spot check with 15 CTOs in August 2014 showed that they estimated their membership as being between 10% and 40% of what it should be.

in itself would require a separate research project and associations were not prepared to share their databases for the purposes of this research.

An initial set of survey questionnaires was sent in February 2014, reaching approximately 2,500 unique participants. From this, 99 responses were received (sample of 4%). Two reminders to respond as well as follow up set of survey questionnaires were sent between May 2014 and September 2014. A total of 221 responses were received and a final request was sent in October 2014 and a total of 275 (sample of 11%) responses were finally received. It was not deemed feasible (De Vos *et al.,* 2011) to send more questionnaires after the several attempts that were made over seven months. A random sample of SAEs from across South Africa, favouring mainly those that belong to associations, was therefore used, as illustrated in Figure 3.4.

Of the 275 responses received, respondents answered mainly the initial survey questions while the number of establishments that completed the whole survey tapered off to 57 (sample of 2%). The respondents that did not complete the last section of the survey indicated that they could not complete the questions due to lack of availability of consumption data or unwillingness to share data. Many respondents indicated that they did not keep records of consumption data or bed nights or that they did not have an accurate means of extracting data, as consumption bills are often based on estimates. The limited number of respondents that participated is ascribed to a general lack of interest in participating in surveys (as was predicted by a number of local associations) as well as the possibility of not being able to access online surveys (the survey was provided in online format, but was forwarded manually to participants who requested this). The consumption data received from the broad industry survey was used as primary data. However, other studies done by the STPP were accessible for this research to use as secondary data and provided for a comparative set of data and an increased sample size on the consumption questions specifically (Mouton, 2011). The number of respondents per question are indicated in Chapter 5.

The population of SAEs targeted was approximately 2,500. According to de Vos *et al.* (2011), a population of size of 2,500 would require a sample size of 310 (12,4 %), while a population of 40,000 would require a sample size of 1,467 (3.67%) responses. While the survey sample was relatively small, it was deemed adequate to support the objectives of this research, as it was not feasible from a resource availability perspective to access more responses (Bartlett *et al.*, 2001; De Vos *et al.,* 2011).

The sample invitation to participate, which includes consent, as well as the questionnaire used for the broad industry survey is included in Appendix C. The questionnaire was distributed via an online survey application, and all responses were submitted through this medium. The outcome of this “broad sweep” approach was that responses were received from random establishments, of different types and sizes from all nine provinces in South Africa.

The results for the broad industry survey were analysed in the context of the key objectives of this research. Feedback received from the survey, and more particularly free-text feedback, was utilised to establish issues and challenges that are prevalent in threatening the sustainability of the SAE sector.

Porter's Five Forces Model was introduced in the literature review as one of many different models that could be utilised to establish the relative sustainability of an industry, and this was used to structure findings.

The questions posed in the broad industry survey followed a logical sequence which first established the nature, type and size of the business, current quality assurance and certification status, detail of business operations, the types of services offered and finally the types of responsible or sustainable tourism practices implemented. The questions therefore did not follow the same sequence as the conceptual framework proposed in the literature review. The sequence was selected to ascertain that the questionnaire flowed easily and that the maximum feedback was received from respondents. For example, including questions up front about the understanding and interpretation of responsible or sustainable tourism (this was explored as a second point in the conceptual framework), would possibly have impacted the way in which follow up questions were answered. Certain questions were asked to help create context and to enable comparative analysis. For example, questions such as question 3, i.e. "Which of the following applies to your establishment?" provided indicators as to whether businesses are registered businesses, possess BBBEE certification or are VAT registered. The responses were then analysed in the context of, for example, whether businesses were profitable our not (question 27), whether they were graded or not (question 9), or whether they were located on a tourism route (question 4). Responses were therefore placed in the most relevant questions and discussion points – each response having being accounted for in the analysis and cross referenced where appropriate.

After receipt of responses, data was collated and analysed and findings and conclusions drawn. The findings were incorporated into the next section of this research, i.e. the focus groups. The outcomes of the literature review as well as the industry expert questionnaires were used as input to the broad industry survey questionnaires.

3.5.2 Definition of and categoriation of an SAE

The purpose of this section was to determine the alignment of accommodation establishments' categorisation to the current categories that were highlighted in the literature review and the industry expert interviews. Participants were asked what type of accommodation establishment they owned, and the options given were in line with the definitions identified in the previous two sections. The specific question raised was question 7, i.e.:

> 7: Type of establishment (please select more than one if your establishment fits more than one category).

In addition, the survey attempted to establish the appropriate size of establishment to be included in the definition of a SAE. Participants were asked how many rooms their establishments have (question 6) and the types of facilities (question 8). This information was utilised to cross reference other aspects of the businesses, for example consumption analysis and staff numbers.

3.5.3 Awareness of responsible and sustainable tourism

In line with the findings of the literature review, it was crucial to gain insights into the participants' awareness of responsible and sustainable tourism, as this would provide a starting point for planning of future interventions to increase the uptake of such practices. The question that was posed was therefore aimed at gaining insight on whether they were at all aware of the concept, and if so, what their understanding thereof was. The specific question in the broad industry survey that tested the respondents' understanding of responsible tourism and buy-in into the concept was question 30, i.e.:

> 30: Briefly describe your understanding of responsible and/or sustainable tourism.

Not understanding the concepts or in fact not implementing practices when there is a high degree of awareness shows that barriers exist to the uptake of responsible and sustainable tourism practices, which would require further investigation.

3.5.4 Number of measures implemented

This section of the survey looked at what type of measures had already been implemented by establishments owners / managers regardless of their level of understanding (this question was placed before the question about their understanding of responsible and sustainable tourism). The questions posed were questions 21 and 22, i.e.:

> 21: Which of the following measures have you implemented fully or partially at your establishment?

> 22: Please provide a list of your existing sustainability policies for example policies that relate to environment, culture, economic activities, employment, operations, purchasing etc. If none, please state "NONE".

A list of actions, which were translated from the criteria of the SANS 1162:2011 into basic actions, was provided. SANS 1162:2011 concepts were simplified and turned into specific actions, for example "Waste management – composting for own use". This allowed for better comparisons, as specific actions are not always clear within SANS 1162:2011. Only the actions relevant to all establishment types were extracted. For example, "the organisation shall adhere to any national and international requirements that govern the trade of listed, endangered or threatened (or any combination of these) species and shall alert visitors to these requirements" (SABS, 2011, p. 9) was deemed to be an advanced intervention applicable to a small number of establishments. Question 22 did not specifically test the types of policies that had been implemented, but rather the way in which policies had been implemented. It was assumed that those who had implemented comprehensive policies would explain these in the free text. The question was purposefully left with ample space for free text explanations.

The level of adoption of certification, as outlined in the industry expert interview, was not necessarily an indicator of the level of implementation of sustainable (or responsible) tourism practices. It would however provide an indication of how important SAEs deem certification to be in their current business context. The questions relating to certification were to extract information as to why SAE owners / managers would or would not certify in future, especially those that had already been certified. The research needed to gain insights as to whether the business case for certification was clear cut and whether certification is currently a good mechanism to overcome the barriers to implementation of sustainable tourism (which includes responsible tourism) practices. Therefore, question 12 and 13 asked:

> 12: Establishment certification - Please indicate which of the following is applicable to your establishment.
>
> 13: Will you certify or consider certifying your establishment in future? Please provide a detailed explanation for your choice and indicate any alternatives you are considering.

3.5.5 Barriers to running sustainable tourism businesses

This section highlighted issues that may impact the relative sustainability of SAEs. The questionnaire aided in understanding factors that impact the relative sustainability of the smaller accommodation sector. Various questions included open-ended responses which, when viewed through the "lens" of Porter's Five Forces, provided meaningful insights on sustainability challenges of SAEs and highlighted some of the barriers to the adoption of sustainable tourism practices. The open-ended questions invited different perspectives on topics which would not have been clear from the previous two sections.

The questions that provided open-ended responses included questions 28, 29 and 30, which asked respondents to list factors that negatively and positively impacted their businesses. Other questions considered and utilised in this section included questions 6, 8, 14, 16, 17, 19, 20, 21 and 26.

Qualitative feedback relating to by-laws / regulatory environment, business set-up / expansion costs and market access was extracted from responses to open-ended questions posed in the broad industry survey, including:

> 28: Briefly describe any barriers and/or challenges that impact negatively on your business;
>
> 29: Briefly describe any aspects that have a positive impact on your business;
>
> 30: Briefly describe your understanding of Responsible and/or Sustainable Tourism.

Not understanding the concepts or in fact not implementing practices when the understanding is present, immediately represent key barriers to sustainable and responsible tourism implementation.

The literature review, in utilising Porter's Five Forces Model, identified various factors that could impact on a person's choice to, firstly, travel and, secondly, select a specific destination. The broad industry survey did not deliberately attempt to answer this question, as the perspective of traveller behaviour was not included in the scope of this research. However, some opportunity to explore this aspect arose upon analysis of free text responses. Some factors were highlighted that would negatively impact on the market, reasons for travel, economic factors as well as specific threats or favourable conditions that exist and could influence tourist's decision to travel to South Africa.

The literature review highlighted suppliers' impact on the profitability of a business and how much "bargaining" power suppliers have. The broad industry survey looked at aspects of profitability of a business (question 27) and correlated this to various other critical business costs for example staff costs (questions 16 and 17), establishment size (questions 6 and 8), other monthly and annual business costs (questions 19 and 20) and the types of responsible tourism measures implemented (question 21). The analysis also took into consideration the complexity of an SAE's business operation by looking at the types of costs incurred (questions 15, 19 and 20). The bargaining power of the SAE sector would be strengthened if certain basic data sets such as energy and water consumption per bed night could be utilised to develop benchmarks. As such, in order to start setting such benchmarks, questions 23 and 24 focused on extracting consumption data for energy and water consumption. Further, a key factor in determining the relative bargaining power of an industry, as outlined in the literature review, was to gain an understanding of how fragmented the industry is. This was gained through question 14, which asked participants to list all the associations they belonged to.

The accommodation establishments that show a greater level of alignment in catering to tourist demand will have a higher likelihood of success, provided they are able to access the relevant markets that demand their products and services. A detailed analysis of tourist demands falls outside the scope of this research. However, the degree to which establishments adhere to market demands such as grading and BBBEE certification from government and private sector businesses was highlighted through the broad industry survey.

Factors such as occupancy levels (question 25) and perspectives on quality assurance (questions 9 and 10) as well as the reasons why tourists visit them (question 26) highlight the degree to which establishments need to distinguish themselves and the ability of the accommodation establishment to earn income relative to its competitors. An accommodation establishment's profitability – and therefore sustainability – is critically dependent on several external factors over which the business has little control.

3.5.6 Conclusion on broad industry survey

The broad industry survey puts into context various aspects of sustainable and responsible tourism implementation amongst SAEs, as highlighted by the literature review and industry expert questionnaires, from the perspective of SAE owners and managers. The broad industry survey was a critical part of this research, as there is currently very little comprehensive data and information available that provides insights into the challenges that SAEs face on a daily basis in terms of keeping their businesses in business, i.e. their businesses' long-term sustainability

3.6 Focus groups and personal interviews

The purpose of this phase of the research was to test, within smaller groups, the fundamental question that this research attempts to answer, i.e. how do SAEs overcome the barriers to adopting sustainable tourism practices? Focus groups are frequently chosen as a data collection method in organisational change initiatives because, in addition to the data collected, they generate feelings of involvement and buy-in among participants, which increase enthusiasm and willingness to work for improvement." (Marrelli, 2008, p. 39). This phase of the research drew on all the preceding phases (i.e. the literature review, the industry expert questionnaires and the broad industry survey) to produce a short mixed-method set of questions which could be used to conduct the focus groups. The guiding questions were developed to provide the structure for facilitated focus groups.

Conducting focus groups presents an effective method of gaining knowledge on a specific topic, if a few factors are taken into consideration when preparing for and running these. The work of Lederman and Hartman (2004) highlighted five key assumptions regarding focus groups i.e. that (a) people are valuable sources of information; (b) people are capable of discussion and articulating their thoughts, feelings, and behaviours; (c) the moderator can help people retrieve information; (d) the dynamics of the group can help generate valid and reliable data; and (e) group interviewing can be more effective than individual interviewing in particular research circumstances. Focus groups are therefore used to draw insights and conclusions on a number of questions and differ from individual interviews in that the presence of the group is intended to stimulate the formulation of new ideas and the creation of new perspectives when participants build on each other's viewpoints (Marrelli, 2008). Group sizes may vary, ranging from five to twelve participants and different interview approaches may be used depending on the topic and participants. This research drew on two types of SAEs, i.e. rural-based and urban-based, as it was critical to understand whether the key barriers and subsequent approaches to overcoming these barriers differed between rural- and urban-based SAEs (Siemens, 2010). Due to budget and time constraints, the focus groups were only planned for Gauteng and surrounding areas within 250 km of Johannesburg.

3.6.1 Inventory of participants

From the outset, a balance of urban and rural clusters in Gauteng was randomly selected for focus groups. Although there were many options available, areas selected had strong existing associations through which the researcher could gain buy-in and commitment for participation and travel time and cost would be limited for both the researcher and the participants.

Urban areas targeted were Rivonia / Sandton, Ekurhuleni, Soweto and / or Vereeniging. Rural areas selected were Magaliesburg and / or Randfontein, Vereeniging, Waterberg Region and Heidelberg. An inventory of possible participants for the focus groups was obtained from local and regional tourism in the various areas. An initial email invitation was sent to 160 possible participants. Eight owners / managers responded negatively, and no positive responses were received. These eight respondents felt uncomfortable about sharing information with other establishment owners / managers, as they either did not have consumption data available or did not feel comfortable sharing current issues with potential competitors.

The researcher then contacted by phone a list of 12 accommodation establishments in the Magaliesburg / Randfontein area and 15 in the Vereeniging area. Six establishment owners / managers from Magaliesburg / Randfontein agreed to participate in a focus group. However, only one participant from Randfontein showed up at the proposed time, date and venue, and this participant was then interviewed on her own. Of the 15 establishment owners / managers contacted in Vereeniging, eight agreed to the focus group, but 10 showed up, and the focus group was conducted successfully, albeit with a larger group than expected. No further focus groups could be arranged as these were met with resistance. However, personal phone calls were made to a number of establishment owners / managers, some of whom indicated that they would be willing to be interviewed on their own for this part of the research. Accordingly, four personal interviews were conducted instead of focus groups. In other instances, consent was obtained from local tourism stakeholders to conduct workshops that were less formal or that could be combined with other meetings (for example in Rivonia, the researcher was invited to a regular meeting and given one hour to converse with participants, while in Potchefstroom the researcher was provided with a workshop platform but was requested to also provide certain sustainability guidelines once the meeting was concluded). The sizes of the groups had to be adjusted based on participants who were willing and able to participate. A sample of the focus group invitation with consent form is included in Appendix D and the final questionnaire in Appendix E. It is estimated that at least 400 establishments were invited to the focus groups via association distribution channels and 50 managers / owners participated in the various formats used to gather data and information for this phase of the research.

3.6.2 Questionnaire structure

Both focus groups and personal interviews were utilised to test the findings from the preceding phases of this research, i.e. the literature review, the industry expert questionnaires and the broad industry survey.

In line with the objectives of the research, the focus groups / individual interviews assessed the following main themes:

- What the level of understanding of responsible and sustainable tourism is amongst participants;
- What the key barriers to implementation responsible and sustainable tourism are amongst participants;
- What solutions should be put in place to support implementation of sustainable and responsible tourism.

Structured questions were used to guide discussions. Due to the format and time available to conduct focus groups and individual interviews, questions were limited to the five most critical questions to answer the objectives. Basic information, such as the size and type of establishments, was gathered beforehand, a summary of which is provided.

1) What is responsible and sustainable tourism?
2) Why is sustainable and responsible tourism relevant to my business?
3) What measures have you implemented that are aligned with responsible and sustainable tourism practices?
4) Name maximum five things preventing me from running my business effectively and what are some of the solutions?
5) What are the top five things that are good for my business, and from which I could learn?

After concluding the focus groups and personal interviews, data was collated, analysed and findings noted.

3.7 Research findings and framework development

The findings from the literature review, the industry expert questionnaires, the broad industry survey and the focus groups and personal interviews were summarised at the end of each chapter. Chapter 7 highlighted, analysed and discussed the findings and drew conclusions on the proposed definition and categorisation of SAEs, the estimated size of the smaller accommodation sector, the relative importance of this sector, the current sustainability of the smaller accommodation sector, the uptake of sustainable tourism practices (which includes responsible tourism practices) amongst SAEs and the barriers to sustainable tourism implementation. This information, together with an analysis of the existing frameworks to overcome sustainable tourism implementation barriers, were collated to systematically construct a framework that could be utilised to overcome these barriers. This fit-for-purpose framework consists of possible mechanisms or steps, a list of role players required to participate in each step, their roles and responsibilities in creating a more sustainable smaller accommodation sector, the platforms and forums to be used for future engagement of SAEs and indicators that could be utilised to measure the relative sustainability of the sector and its individual businesses.

3.8 Significance of the research

Evidence could not be found of an appropriate framework for the implementation of sustainable tourism practices amongst SAEs in South Africa . However, it is clear that in order to achieve the objectives of the NTSS in the context of sustainable tourism implementation and the potential size of the smaller accommodation sector, mass scale adoption of sustainable tourism practices by SAEs will be required. While FTT (previously FTTSA), Heritage and GLES (GLES, n.d.) offer their certification programmes to all accommodation establishments regardless of size and type, their models do not address the need for the mass movement of the industry as a whole to more sustainable business models and practices. Sustainable tourism practitioners are only starting to look at ways of creating more sustainable destinations, but once again, these are limited in their impact and fragmented in their approach.

It is therefore envisaged that this research will provide a holistic and practical framework that will be scalable and adaptable, and that will assist individual businesses, communities, the tourism industry and other industries to work collectively towards sustainable tourism implementation and development. It is foreseen that the framework will have the ability to be normalised for utilisation of all industry stakeholders, and become a key input for tourism practitioners in the strategising, business model development, planning and implementation phases of tourism related activities. The framework will be accessible to the National Department of Tourism (NDT), other government organisations, tourism associations, development agencies and other tourism programmes to utilise to collectively drive the mass uptake of sustainable tourism amongst SAEs. This in turn will allow for a greater likelihood of success in achieving the 2020 goals of the NTSS within the small accommodation sector, which aims at achieving sustainability through collaborative partnerships, growth and development, job creation, more efficient operations, improved communication and dissemination of information. In short, this research will assist in the achievement, within the SAE sector, of the NTSS vision over the next five years to 2020 (NDT, 2011).

3.9 Summary of design, research methodology and target population selection

This chapter provided an overview of the design, research methodologies, target population selection and execution approaches of this research. This was achieved through breaking down the literature review and each three data collection chapters into logical steps including creation of context, collection and analysis of data, packaging of findings and approaches to dealing with issues during the execution process. The next three chapters will deal with each phase of the research in detail, followed by the two final chapters, which will focus on the construction of the framework for sustainable tourism implementation amongst SAEs and contextualising this research within current sustainable tourism research.

Chapter 4. Industry experts' questionnaire findings

"Let us settle ourselves, and work and wedge our feet downward through the mud and slush of opinion, and prejudice, and tradition, and delusion, and appearance, that alluvion which covers the globe…till we come to a hard bottom and rocks in place, which we can call reality." Henry David Thoreau

4.1 Introduction

This chapter outlines the findings from the industry expert questionnaires. As discussed in Chapter 3, which deals with the research design, the Delphi method was utilised to obtain consensus from experts on specific questions related to sustainable tourism implementation in SAEs. The questionnaire was structured around some of the key themes highlighted in the literature review, as it relates to the definitions of a SAE, the estimation of the size of the sector, policies, models and implementation approaches as well as the business case for SAEs to adopt sustainability practices. For the purposes of this research, the term "consensus" is deemed to be a general agreement and represent the majority opinion of the group (i.e. more than 50%). The following sections set out the findings from the industry expert interviews. A total of 14 industry experts were approached and nine completed the questionnaire process.

4.2 Findings

4.2.1 Definition and categories of SAEs

The consensus was that there should be a single definition for SAEs. Feedback in the free text showed that most respondents believed that there should be a single definition and that the term "smaller accommodation establishment" is not currently clearly defined by tourism stakeholder groups. It was highlighted that formal and clear categories of accommodation, or "sub-sectors" are necessary, as this would provide an opportunity to better analyse and understand the needs of each accommodation sector. This would also allow for the setting of benchmarks for each "sub-sector" in relation to its performance within the tourism industry. Further, a clear definition would aid in the development of focused policies and procedures from government. Specific marketing to match the correct industry audience within each sub-sector could then be developed. A standard definition, according to one respondent, "provides direction for all stakeholders, as they are able to analyse the gaps and threats commonly experienced".

It was agreed by the majority (77.8%) of respondents, as shown in Figure 4.1, that the primary measure to define a "smaller accommodation establishment" should be the number of rooms. While some respondents (22.2%) felt that the number of employees should also be taken into consideration, it was noted that the number of rooms would be the driver for other dimensions such as the number of staff employed, turnover and skills required. In other words, these dimensions would be dependent on the number of rooms. Should further segmentation be required for the purposes of benchmarking, it was suggested that the number of staff, star grading, types of services offered and annual turnover be used. Prior to consensus being reached, one respondent stated that “accommodation establishments are traditionally measured by the number of rooms they have. Measuring by the number of personnel can be skewed according to the nature of the business itself, i.e. a game lodge has proportionately more staff than an urban guest house although they have the same number of rooms.” This view was not challenged by any of the respondents during the second round of the industry expert interviews.

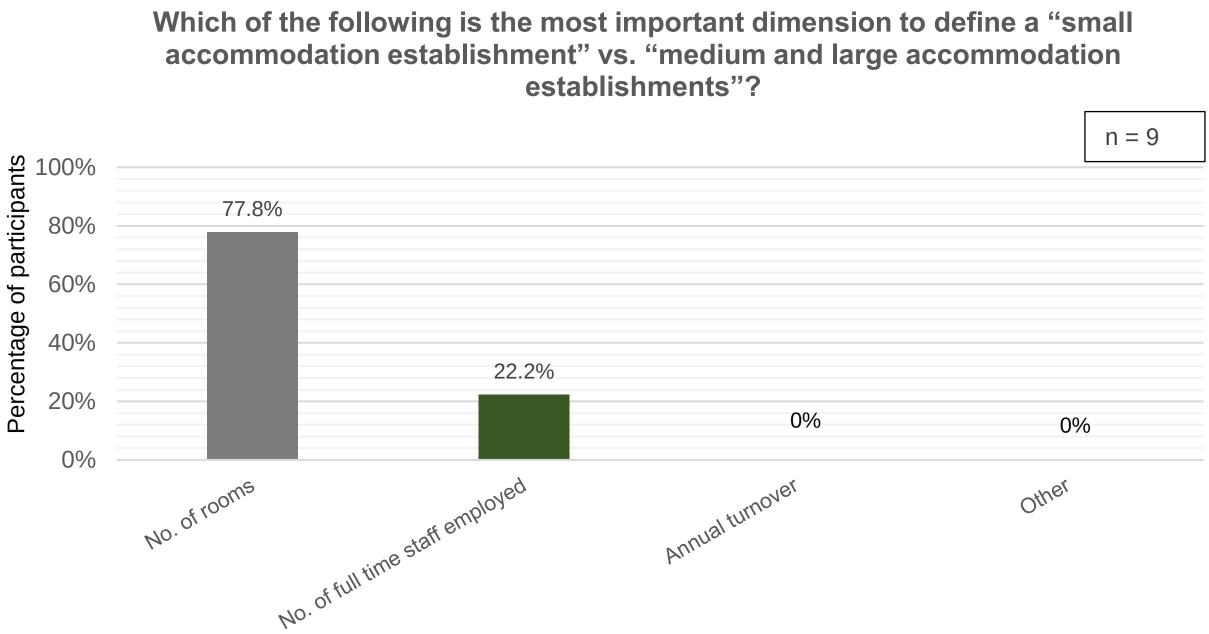


Figure 4.1: Measure of a smaller accommodation establishment

In terms of the final dimension of a smaller accommodation establishment tested, i.e. the types of establishments that should be included in the overall definition of a small accommodation establishment, the experts agreed that that all sub-sectors listed should be included and no additional suggestions were listed as outlined in Figure 4.2. One expert commented that “there are many different sub-sectors of accommodation establishment, each of which requires a descriptor that will clearly distinguish one from the other for example ‘guest lodge’ or ‘country lodge’”.

There were no changes in perspectives from round 1 and round 2 questionnaires, and experts stood by their original assessment. In none of the categories, however, were there fewer than 56% of the respondents that believed the category should be included as a sub-sector. Boutique hotel and small hotel rated the lowest (56%), while guest house and home stay rated 100%. For the other categories, less than 100% indicates that there could be some disagreement between experts regarding the full scope of categories that should be covered by “smaller accommodation establishment”. It is nevertheless clear that there is merit in including all types. As the establishments (sub-sectors) listed in the questionnaire are mainly based on the Tourism Grading Council of South Africa's list of accommodation establishments (TGCSA, 2014), these could be used for the base definition, but additional sub-sectors could be added to accommodate the existence of commonly used categories in other literature.

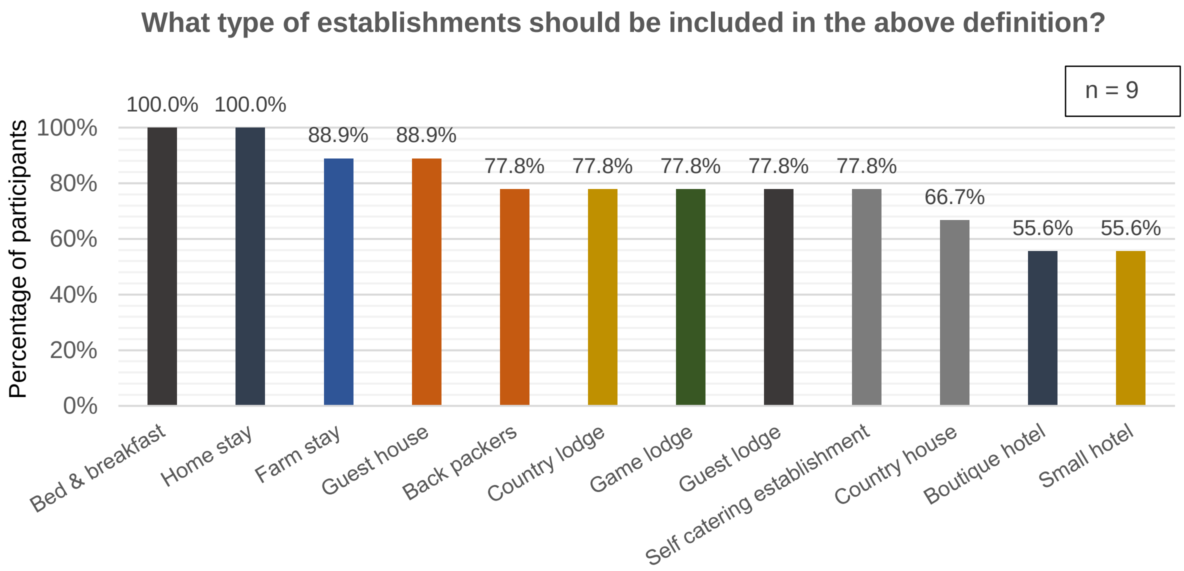


Figure 4.2: Categories of a small accommodation establishments

One expert commented that she excluded some categories as she was unsure whether they were formally defined for example "guest lodge", "country lodge". Another expert suggested that there should be a distinction between commercial and non-commercial accommodation, which seems to be a misnomer, as all accommodation establishments that charge money for a room / bed night are, by definition, commercial. None of the experts provided additional commentary.

The level of agreement to include all categories in the definition of SAEs with sub-sectors is of significance, as it clearly highlights a gap in the understanding of the smaller accommodation sector. The absence of a definition confirms the sentiments highlighted in the literature review, in that it indicates a lack of a true understanding of for example the SAE sector's importance in the overall economy, its contribution to the overall GDP and its job creation potential. In addition, a lack of clear definition will impact negatively on policy makers' ability to formulate fit-for-purpose policies for this sector.

In summary, and based on the responses provided by industry experts, the following key findings are:

- A single definition should be adopted for a smaller accommodation establishment (SAE);
- The primary indicator for defining an SAE is “number of rooms”. Should further indicators be required for specific purposes or comparisons, factors such as the number of staff, type of establishment or grading could be utilised; and
- Smaller accommodation establishments should be categorised into sub-sectors, which are defined according to the nature/type of establishment.

4.2.2 Estimation of the size of the sector

As shown in the literature review, it is important to accurately quantify the size of the smaller accommodation sector in relation to the overall tourism industry in order to identify its sustainability issues and barriers to the implementation of sustainable tourism practices. “Without gaining the full picture means interested parties will fail to provide the necessary support or provide sustainable solutions” - anonymous industry expert.

Based on the sub-sectors included in the definition of small accommodation establishments, industry experts estimated the number of establishments in South Africa. Four of the nine industry experts indicated that all the listed sub-sectors (types) of establishments should be included in the definitions provided. Even where experts agreed that all the above sub-sectors should be included in the definition of an SAE, there was no consensus on the estimated size of the SAE sector. Estimates ranged from 10,000 to 50,000 establishments (refer to Table 4.1). One expert believed that only ten of the twelve categories should be used in the definition of SAEs, but estimated the market as up to 50,000 smaller accomodation establishments. The estimates based on the other five responses are also shown in Table 4.1. Until such time as a single definition of a "smaller accommodation establishment" has been agreed upon, this number will remain vague and inaccurate. One of the industry experts raised a concern that not all accommodation establishments are registered on a formal database, for example, as per the requirement in KwaZulu-Natal that all tourism products have to register with the local tourism association (LTA) or community tourism organisation (CTO). The issue of availability of accurate data on the number of accommodation establishment in South Africa was raised in the literature review.

All industry experts commented on the importance of an accurate sizing of the small accommodation sector, and there was 100% consensus that this is a key factor in a more sustainable industry. Some of the arguments provided indicate that the smaller accommodation sector’s contribution to gross domestic product (GDP), job creation and transformation as well as its resource requirements are critical input for policy makers to implement sector specific policies. An understanding of the sector would assist policy makers to more accurately determine the gaps for sustainable tourism interventions.

Eight of the nine industry experts agreed that the size of the overall smaller accommodation sector should be measured by the total number of establishments and seven of the nine believed that the number of bed nights available is also an important indicator, as shown in Figure 4.3. These two indicators would allow for an understanding of the overall contribution of capacity to the industry, but indicators such as total revenue, GDP contribution and job creation would allow for the comparison of the smaller accommodation sector with other accommodation sectors (i.e. medium and large) as well as the analysis of the relative efficiency of the sector, for example revenue vs jobs created or GDP vs jobs created, which in turn would aid in better planning and policy formulation. Six experts indicated that they believe a combination of indicators should be used, for example, the number of rooms or bed nights should be used in conjunction with number of jobs created. One expert suggested that the number of bed nights should be used in conjunction with energy consumption of the industry.

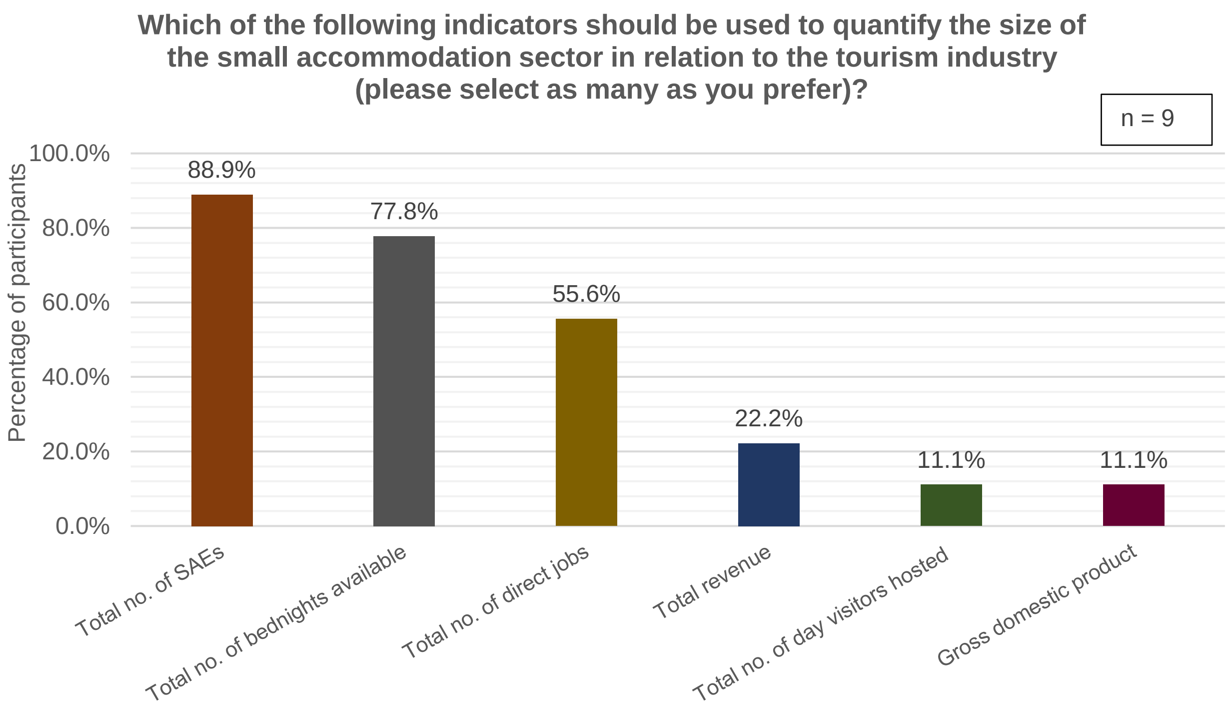


Figure 4.3: Sizing of the smaller accommodation establishment sector

Some of the commentary from the industry experts, which captures the overall consensus and is aligned with the findings of the literature review, is provided below:

> "This sector has over the past ten years eroded the ability of the 'formal' sector to accurately measure supply and demand trends. The sector also has significant impacts on tourist experience while in the country and they should be identified for QA [Quality Assurance] purposes." - Anonymous industry expert

> "As their needs will differ from large establishments, meaningful plans to address these needs can only be developed if the size of the sub-sector is understood."- Anonymous industry expert

“In presenting an accurate picture of the size of the sector; public and private sector is better positioned to address the challenges SAEs face and find sustainable solutions. The gaps that exist can be supported through the support of interventions that can only be brought in if accurate information is made available.”- Anonymous industry expert

“In order to have an idea of the size for lobbying purposes and to quantify the size of the employment and economic contributions of SAE in South Africa.” - Anonymous industry expert

“Sizing the sub-sector is a necessary foundation for determining value (employment, economic impact) and comparison of value relative to other accommodation sub-sectors.” - Anonymous industry expert

Table 4.1: Size of the small accommodation sector

Respondent	Sub-categories/types included	Sub-categories/types excluded	No. of categories included in definition	Total estimated size of SAE sector	Av. no. of establish-ments per category*
Expert 1	All		12/12	Approx 40,000	3,333.3
Expert 2	All		12/12	30,000 – 35,000 (av 32.500)	2,708.3
Expert 4	All		12/12	App 40,000	3,333.3
Expert 8	All		12/12	20,000 – 25,000 (av 22,500)	1,875.0
Expert 5	Backpackers, B & B, country house, country lodge, guest house, guest lodge, game lodge, self catering, establishment, farm stay, home stay	Small hotel Boutique hotel	10/12	Possibly 50,000	5,000.0
Expert 6	Backpackers, B & B, country house, country lodge, guest house, guest lodge, game lodge, self catering, establishment, farm stay, home stay	Small hotel Boutique hotel	10/12	10,000 – 15,000 (av 12,500)	1,250.0
Expert 7	Backpackers, B & B, small hotel, boutique hotel, self catering establishment, farm stay, home stay	Country house, country lodge, guest house, guest lodge, game lodge	7/12	10,000 – 15,000 (av 12,500)	1,785.7
Expert 3	B & B, farm stay, home stay		3/12	10,000 – 15,000 (av 12,500)	4,166.7
Expert 9	B & B, guest house, home stay	Backpackers, country house, country lodge, guest house, guest lodge, game lodge, self catering, establishment, farm stay, small hotel, boutique hotel	3/12	20,000 – 25,000 (av 22,500)	7,500.0
Estimated no. of establishments based on 12 categories included in definition (first 5 respondents)					**37,500**
Average no. of esablishment per category					**3,439**
Estimated no. of establishments based on average no. per category (12 categories)					**41,270**
Guestimate no. of SAEs (average of 37,500 and 41,270)					**39,385**

*This will never be a true reflection of how many establsihements there are in a particular category until a detailed analysis has been undertaken. This approach was used to guess the possible number of establishments based on all industry expert opinions.

A summary of the findings from the question regarding the size of the smaller accommodation sector is provided below.

1) No agreement could be established on the actual size of the small accommodation market.

2) The small accommodation sector should be defined by the number of rooms with bed-nights available as an additional indicator.

3) All sub-sectors of accommodation should be co-categorised under smaller accommodation sector.

4) Specific contributions of each sub-sector could be determined as a next step.
   - Overall tourism revenue;
   - Overall GDP contribution; and
   - Overall job creation (direct jobs).

4.2.3 Responsible tourism policy formulation and implementation

This section of the industry expert questionnaire dealt with the progress made on policy formulation, implementation and measurement of success in relation to sustainable tourism principles and the identification of barriers to sustainable tourism implementation. Varied responses were received on whether adequate policies had been developed to create an enabling environment for the implementation of sustainable tourism practices. Overall, there is a recognition that while policies have been formulated, the South African government has been lacking in successful implementation and has not provided adequate incentives for the adoption of sustainable tourism practices. It was further highlighted that the smaller accommodation sector has little appreciation of the concepts of responsible or sustainable tourism. It was noted that a large gap exists between private sector accommodation establishment owners' and the public-sector policy makers' understanding of sustainable tourism practice. In addition, the government needs to assist with the simplification of responsible tourism concepts, so that this can be more easily grasped by the people who need to implement these. The result is that the public sector is unable to fully articulate implementation plans.

Respondents strongly disagreed (44.4%) or mostly disagreed (44.4%) that satisfactory progress had been made in the implementation of responsible or sustainable tourism to date (refer to Figure 4.4). Only 22.2% of respondents did not feel strongly that this is the case. One expert stated that a limited number of tourism establishment owners or managers have taken ownership of the implementation of sustainable practices. However, it was also observed by two respondents that there is no real way of assessing the level of sustainable tourism adoption, as no formal method or programme for this has been established. Therefore, the degree to which sustainable tourism practices have been adopted by the sector is not clear, due to a lack of an agreed structured approach and a lack of meaningful data. As highlighted in the section dealing with the estimation of the size of the smaller accommodation sector, one of the key data sets that is missing is a true estimation of the actual size of the sector. However, no consensus was obtained in relation to the existence of adequate data to measure the adoption of sustainable tourism practices within SAEs. According to one expert, while some attempts have been made to assess the progress made in the industry, not enough data has been included in single studies to draw meaningful insights. Another expert, however, asserted that through the work that has been done to date by organisations such as Fair Trade Tourism and Heritage Environmental Management Company, data has been gathered, but not utilised and disseminated in a meaningful way to draw conclusions on the level of sustainable tourism implementation.

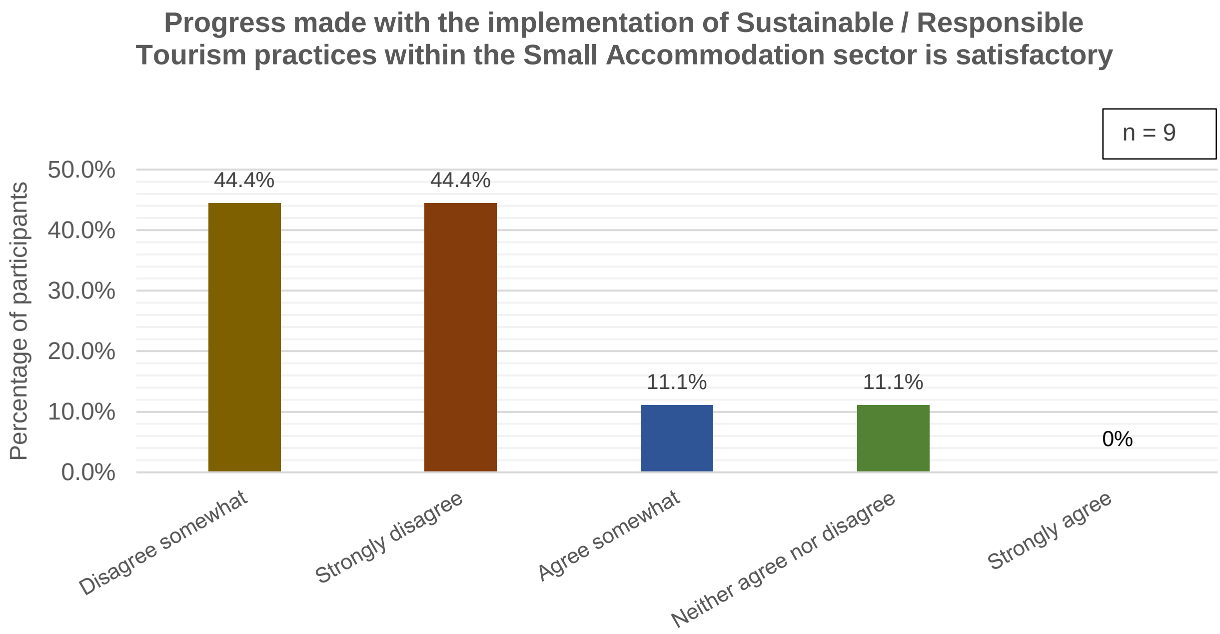


Figure 4.4: Progress made on sustainable tourism implementation

There was 88.9% agreement on the statement that for South Africa to be “A top 20 tourism destination in the world by 2020”, the uptake of sustainable tourism principles within the small accommodation sector must increase significantly. One respondent (11.1%), however, felt unsure how to respond to this question, as she questioned what measure would be used to assess whether South Africa is a top 20 tourism destination. Whether this sector has the potential to create the 225,000 jobs was debated, and no consensus could be reached. However, the experts agreed that the smaller accommodation sector is relatively more labour intensive than the larger sector and significantly more data on the sector is required to better assess this sector's job creation potential. Through inductive reasoning, one expert illustrated that for “ten employees on average (and that probably counting owners), then it is 22 500 establishments” that are required to create 225,000 new jobs.

If an average of ten employees is utilised in the context of the estimated 39,385 SAEs (as was suggested by in Table 4.1), then theoretically, the sector sustains 393,850 existing jobs. The achievement of 225,000 additional jobs is therefore not realistic, as it represents a 57% increase in jobs. In other words, it has been illustrated that 225,000 would not be likely to come from the SAE sector. However, a realistic assessment of the job creation scenarios would only be possible once a detailed assessment of the size of the industry has been concluded, as suggested previously.

A summary of the findings from the questions regarding the progress made on policy formulation, implementation and measurement of success in relation to sustainable tourism principles for SAEs is provided below.

1) Sufficient policies and incentives to support sustainable tourism implementation do not exist, coupled with a lack of ownership from SAEs.

2) There is no clear and well-defined implementation plan to implement sustainable tourism practices amongst SAEs. Establishment of a programme to simplify sustainable tourism principles is required.

3) A gap exists between policy makers and SAEs and what is required with regard to sustainable tourism practices.

4) There is not sufficient data accessible in the industry to do a meaningful assessment of the level of sustainable tourism implementation amongst SAEs, and therefore no baseline exists.

5) The smaller accommodation sector will likely not be able to create the 225,000 jobs required by the NTSS by 2020, but there was agreement that the smaller accommodation sector is more labour intensive than its larger counterparts. Therefore, an increase in SAE capacity will translate to more jobs created than an equivalent increase in the larger hotel sector.

4.2.4 Indicators of responsible tourism implementation

There were varied responses on the question as to whether appropriate models for the implementation of sustainable tourism practices exist in South Africa. Experts mostly agreed strongly or agreed somewhat and there were no changes of opinion between round one and round two of the questionnaires.

It was noted that while various programmes or projects involving the implementation sustainable tourism in this sector exist, they often lack scale and replicability. Programmes are not well articulated and generally lack implementation guidelines, support and incentives and rely on voluntary adoption by tourism businesses. It was also stated that sustainable tourism implementation has become highly competitive, with inadequate levels of collaboration amongst various role players geographically. Support from the various sustainable tourism practitioners appears to be fragmented and offerings tend to lean towards being less customer driven and more political agenda driven. One expert commented that "various programmes / projects involving the implementation RT [responsible tourism] in SAEs have been rolled out. These have often been limited in scale and geography covered, and results and lessons learnt not adequately monitored or communicated. Geographic rivalry has also hampered replication and scaling up of approaches that have had success".

None of the experts agreed strongly on whether the Tourism Grading Council of South Africa status (Star Grading) or responsible tourism certification against existing standards were important indicators for responsible tourism implementation in SAEs. No consensus was achieved (either during round one or round two of the questionnaires), and it is clear that much needs to be done to establish clear indicators of responsible tourism implementation. One expert commented in relation to certified establishments that "I suspect the % [percentage] certified is small, and has no bearing on whether the non-certified are or are not practising sustainable principles". However, another expert noted that "certification needs to be rolled out on a much broader scale to be a viable indicator". It would appear that this respondent still believed that certification is an important indicator of the overall sustainability of the SAE sector. It was also highlighted by the industry experts that:

- Many accommodation establishments that are not certified are already implementing sustainable tourism principles;
- Many establishments may not be aware of the responsible tourism standards and certification requirements;
- Those that are aware believe it is either unaffordable or unattainable;
- Certification and grading are both voluntary requirements and under the current economic climate regarded as a 'nice to have';
- Many smaller accommodation establishments survive on business and domestic tourism, and have no need for either certification or grading; and
- The development of an entirely separate rating system for smaller establishments may help bring SAEs on board quicker. In such an instance, they will be recognised as a sector in their own right and will not be measured against the standards that are more relevant to their bigger counterparts. Currently there appears to be a tendency to believe that the bigger establishments have the budget and human resources to achieve high ratings in sustainable tourism activities.

What is apparent from the commentary above is that certification is not a good indicator of the level of sustainable tourism implementation at this point. The question that arises is whether certification is at all relevant for smaller accommodation establishments – the literature review highlighted that the number of certified establishments in South Africa has reduced to less than 100 by 2015 and that numbers internationally are also relatively low. Of these, only a small percentage would fall into the smaller accommodation sector, however this sector is ultimately defined.

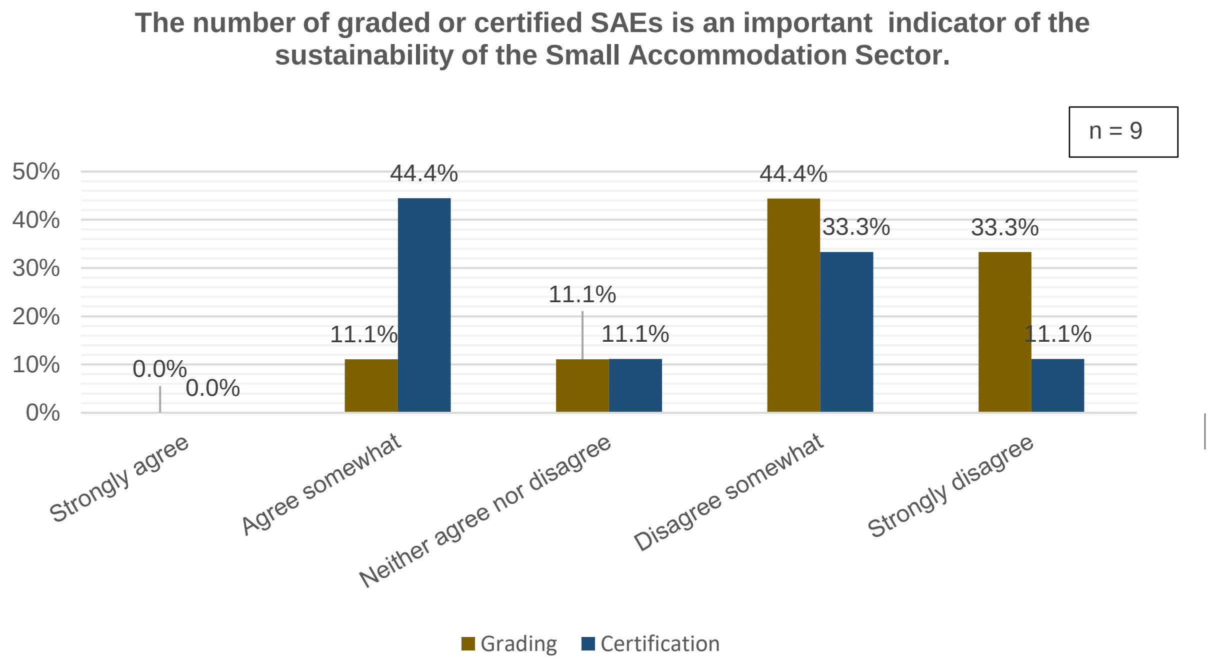


Figure 4.5: Indicators of sustainable tourism implementation

With regard to the indicators that should be used for sustainable (or responsible) tourism implementation, the experts agreed that additional indicators are required (refer to Figure 4.5). Experts suggested that a comprehensive set of indicators is created by the industry, including public and private sector stakeholders and tourism professionals. For each indicator, a benchmark should be created. The experts suggested a number of indicators which could be grouped into two main categories, i.e. "internal indicators" and "external indicators". Internal indicators are those that provide measures of the businesses' own performance against benchmarks. External indicators are those that provide measures of industry's performance against benchmarks including:

The internal indicators suggested by the industry experts include:

1) Resource efficiency improvements within establishments measured against the bed nights used
    a) Water consumption
    b) Energy consumption
    c) Food consumption
    d) Amenities consumption
    e) Waste created – wet and dry waste

2) Establishment certification
    a) Current certification
    b) Number of years' certification has been maintained

3) Establishments grading or quality assurance
    a) Current grading / quality assurance level
    b) Number of years' grading / quality assurance has been maintained

4) Level of implementation of changes towards sustainable tourism
    a) Number of changes implemented vs. the 42 criteria of SANS 1162:2011
    b) Additional changes implemented not listed in SANS 1162:2011
    c) Level of star grading maintained
    d) Other quality assurance maintained

The external indicators suggested by the industry experts include:

1) Measurement of change at local community level
    a) Number of direct jobs created by this sector
    b) CSI [corporate social investment] spend of this sector in communities
    c) Level of leakage
    d) Multiplier effect

2) Resource efficiency improvements within establishments measured against the bed nights used
    a) Per establishment
    b) Per sub-sector
    c) Per sector

3) Tourist communication / feedback
    a) What do the tourists say?
    b) What do the establishments communicate to tourists (marketing)?

4.2.5 Business case and business readiness for responsible tourism implementation

This section of the research looked at the whether the experts believed that there is a strong enough business case for the implementation of sustainable tourism amongst SAEs, and whether the sector is deemed ready for changing towards the implementation of sustainable tourism practices.

The experts shared a relatively high level of agreement that foreign tourists are becoming increasingly aware of the environmental and social impacts of their travel choices. However, specific in-depth studies for tourist travelling to South Africa do not seem to exist, and this was confirmed by commentary received from an expert i.e. “evidence from our clients over twelve years has shown this to be untrue. Guests still make decisions based on price, location and brand. No evidence that a demand for environmentally responsible practice is even questioned in the most-part”: It was suggested that more aggressive marketing efforts are required to make travellers aware of the impact of their choices.

As highlighted in the literature review, and in relation to the questions of availability of information, implementation of mass scale change (for example towards adoption of sustainable tourism practices by an entire industry) is only possible and feasible if all stakeholders within the value chain (or value network) are involved and are collaborating. In addition, the key starting point for mass scale change was highlighted as the availability of information to all relevant stakeholder groups. In the experts' responses, it was clear that there is not enough collaboration in the industry but that there is also not enough information available to three key stakeholder groups. It was clear that industry experts agreed (88.8%) that there is not enough information available in the industry. Various reasons provided in the free text showed that this situation exists because either 1) the information does not exist, or 2) if it does exist, it is not packaged in an appropriate format, or 3) it is not accessible through the correct channels to the various stakeholder groups.

Most experts also agreed (11.1% strongly agreed and 55.6% agreed somewhat) that this sector was not yet ready for change (due to the lack of a clear business case), but the following statement by one of the experts captures the fundamental problem with the concepts of 1) sustainability and 2) change, i.e. "this is a very difficult industry to convince. With the economic conditions as they are now, people are more worried about surviving. Sustainability is at the bottom of their list of priorities": In this statement, it must be noted that change is not about "convincing people" but rather about creating a burning platform supported by a strong business case and "to survive" by definition means being sustainable. No tourism organisation will survive if they do not adapt to address the threats to what makes tourism possible in the first place, for example, the environment, culture and societies.

There was consensus amongst the experts that a strong enough business case for SAEs to adopt sustainable tourism practices does not yet exist. Even though, as one expert pointed out, the business case has been proven irrefutably through many case studies, the lack of uptake by this sector could be because the message has not been filtered through strongly enough to SAEs to take action. In addition, it was noted that until the market demands that SAEs implement sustainable practices, meaningful change will not occur.

Further, consensus was that there are not enough resources *accessible* to effect meaningful progress on sustainable tourism implementation. While it is the belief that enough resources *exist*, experts felt that these are incorrectly applied (an example cited was the money spent on changing street names rather than developing tourism). There is very strong agreement that the government is not assisting industry as it is “not allocating appropriate levels of funding and support; and not moving forward at pace to effect meaningful change” (anonymous expert).

4.3 Conclusions of the industry expert questionnaires

It is crucial for the South African tourism industry to agree on a definition for SAEs. A well-defined smaller accommodation sector will allow for a better understanding of the issues and challenges involved in the implementation of sustainable tourism practices. It will also provide the opportunity to quantify this sector's contribution to tourism, not only through the number of rooms and establishments, but also through other indicators such as the number of jobs created. In addition, it will allow policy makers to adapt policies to suit the specific needs of this sector. Key findings derived from the industry expert questionnaires include a confirmation of the barriers to implementation of sustainable tourism practices identified in the literature review. The experts confirmed that not enough progress has been made in the implementation of sustainable tourism practices within the smaller accommodation sector. This is due to the:

1) **Lack of appropriate policies** to support sustainable tourism implementation from national, provincial and local government.

2) **Lack of cross functional collaboration** and a lack of incentives to support progress.

3) **Lack of awareness** amongst various tourism value chain stakeholders of the principles of sustainable (and responsible) tourism.

4) **Lack of data and information available** to support the measurement of sustainable tourism implementation at an industry level (external indicators) as well as at a business level (internal indicators) and to determine the size of the sector.

5) **Lack of triple bottom line focus** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.

6) **Lack of capacity** to implement sustainable tourism practices amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.

7) Lack **of** sufficient motivation (i.e. **business case**), which is also related to a lack of demand from tourists, to support only establishments that have implemented sustainable tourism practices and a lack of sufficient incentives for businesses.

4.4 Summary of the industry expert questionnaires

The industry expert feedback obtained in this part of the research supports various insights gained from the literature review. Key themes that were analysed in the literature review were used as guidelines to inform the expert interviews. No additional insights have been gained on the main themes of this research. The findings from the expert interviews will be used to inform the subsequent research steps, i.e. the broad industry survey, focus groups and personal interviews and the research findings and recommendations.

Chapter 5. Broad industry survey findings

“When you disrupt yourself, you are looking for growth, so if you want to muscle up a curve, you have to push and pull against objects and barriers that would constrain and constrict you. That is how you get stronger.” Whitney Johnson

5.1 Introduction

This chapter builds on the findings of the literature review and industry expert questionnaires as it seeks clarity on how SAEs should be defined and categorised. It then brings into focus the SAE owners’ and managers’ perspectives on sustainable tourism implementation within their establishments. This chapter establishes the general awareness of and affinity to sustainable tourism practices amongst SAE owners and managers. It identifies which sustainable tourism practices have been implemented by SAEs, and where the key gaps, challenges and barriers lie. Attention is given to factors that positively and negatively impact the businesses’ ability to run effective and sustainable businesses, and conclusions are drawn on the relative level of sustainability of the smaller accommodation sector. This is done by using Porter’s Five Forces model as a lens through which to identify some aspects which affect the sustainability of the smaller accommodation sector. The barriers to implementation of sustainable tourism practices that have been identified in preceding chapters are reviewed and additional insights are gained on these barriers and possible ways to help overcome them. These findings are critical input into the framework that will be developed to help overcome the barriers to sustainable tourism implementation amongst SAEs.

5.2 Analysis and findings

5.2.1 Broad industry survey participants - context

The initial phase of the broad industry survey creates context for the remainder of this chapter, as it provides a description of the location and types of establishments that are included in the 167 usable responses received. Of these, 13 establishments had more than 20 rooms and eight establishments had more than 25 rooms. All establishments had fewer than 45 rooms. All data was included in the analysis where possible, as the sample of data was relatively small. However, data was analysed with and without the larger establishments (more than 20 rooms) to ascertain that data was not skewed through the inclusion of larger establishments. In cases where data could be skewed, for example, the average size of establishments with 20 rooms and less, the larger establishments were excluded. This is reflected in the sample sizes indicated on the relevant graphs as ‘n’. The sample of establishments with more than 20 rooms were too small to draw meaningful comparisons between SAEs and slightly larger counterparts.

The geographic spread per province of respondents is provided in Figure 5.1. Twenty-six percent of respondents were located in Gauteng, 20% in KwaZulu-Natal and 19% in the Western Cape. These three provinces represented 65% of the total responses received, while the remaining six provinces collectively represented 35%. In other words, the findings of this chapter were more representative of Gauteng, KwaZulu-Natal and the Western Cape.

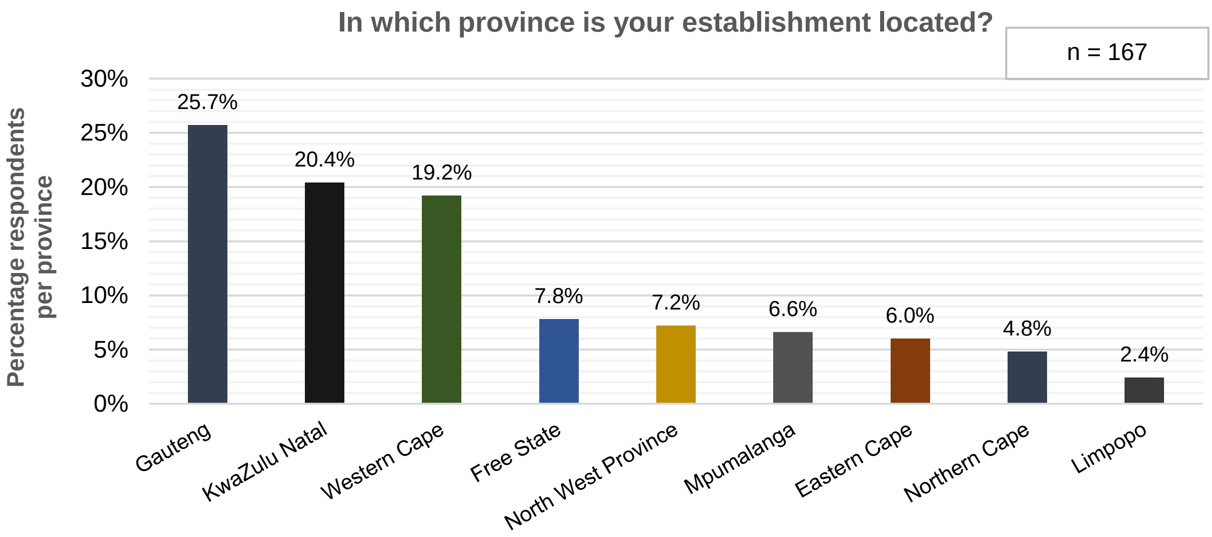


Figure 5.1: Geographical spread by province of participants in broad industry survey

The location of respondents within each province is visually demonstrated in Figure 5.2. As shown in the key, each coloured circle (dot) represents a certain number of establishments. Concentrations of establishments are found around the Cape Peninsula and the Garden Route in the Western Cape, the City of Johannesburg and the City of Tshwane in Gauteng and eThekwini in KwaZulu-Natal. Of the respondents, 79 (47%) were located in rural areas and 88 (53%) are located in urban areas or in close proximity to urban areas.

The relative level of compliance and / or size (BBBEE, VAT and business registration) of the respondents were also tested, as shown in Figure 5.3. Only 70.5% of establishments that participated are registered businesses. This means that 29.5% may not be accounted for in important data sets - such as the SARS business register - that help statisticians estimate market sizes. This research, however, favours establishments that belong to associations, and the level of registration will need to be assessed for establishments that do not belong to associations.

To gain a good understanding of these factors, a detailed analysis across a very large sample, if not the entire population of SAEs within South Africa needs to be done. This analysis falls outside of the scope of this research. What is important to note, however, is that a total of 29.5% establishments are not registered businesses. Of these “unregistered” businesses, the following observations were made:

- Fourteen establishments are currently TGCSA graded (i.e. the TGCSA is not accurately assessing compliance);
- Five establishments are quality assured by AA quality assurance (i.e. the AA is not accurately assessing compliance); and
- One establishment is certified by a certification body (i.e. the question of whether the business should be registered as a business before undergoing certification is raised).

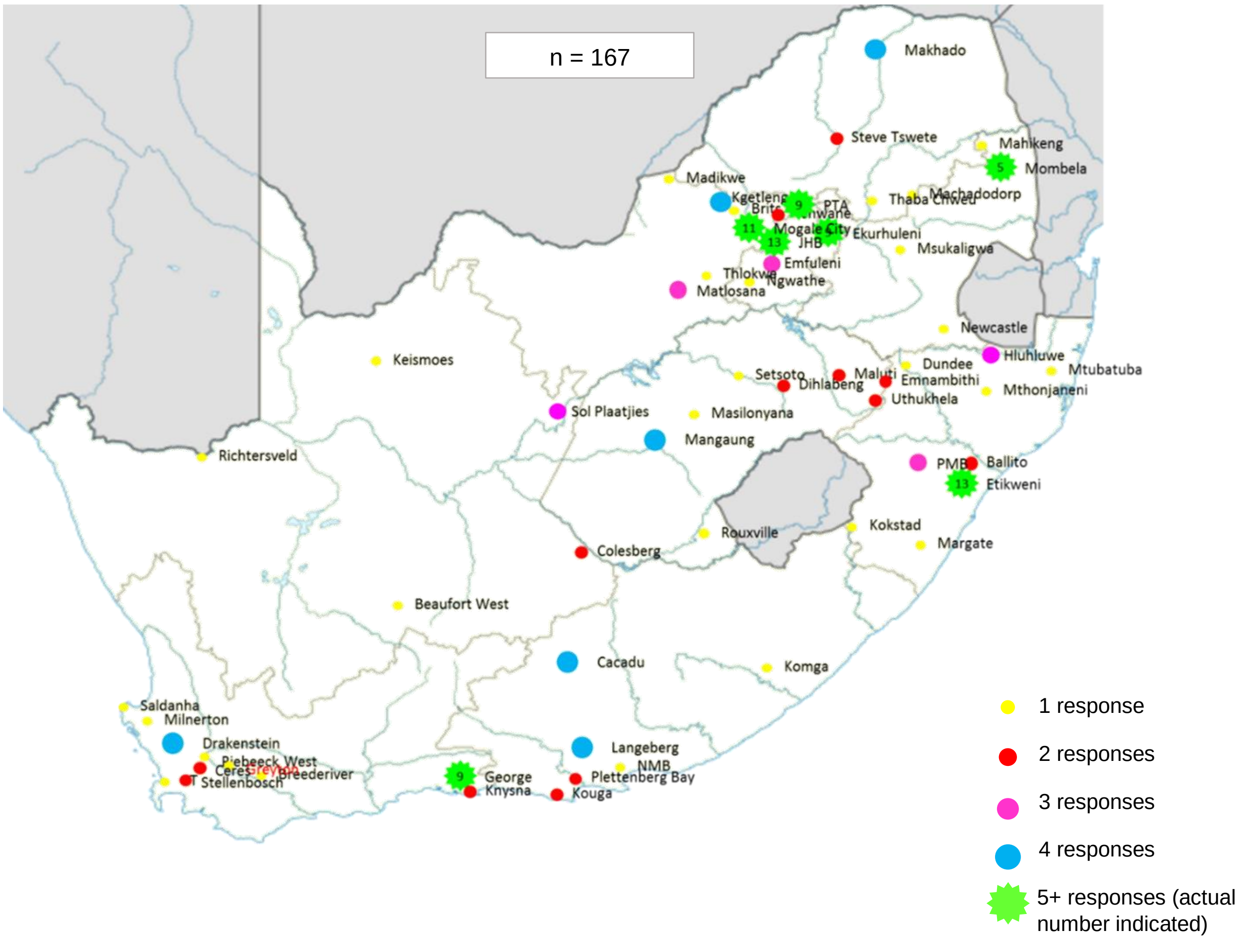


Figure 5.2: Visual representation of participants in broad industry survey

BBBEE certification, which should be a requirement should establishments wish to attract corporate and government bookings, reflected in this instance only 39.7% of establishments. Seventy-six establishments indicated that they are not BBBEE certified, and of those, 30 are currently graded, eight are AA quality assured and three are certified by a certification body. In an industry where transformation is a key focus area (as per the NTSS (NDT, 2011)), the numbers above are worryingly low. Opportunities therefore exist for standards bodies, government departments and corporates to better impose basic business compliance requirements as part of responsible business practice.

VAT registration should provide a reflection of the relative size of the market. If 100% compliance is assumed, it means that only 43.4% of businesses have a turnover of more than R1 million, which was the VAT registration threshold[1] at the time of the survey. This point will be discussed in further detail in the section that deals with Porter's Five Forces model.

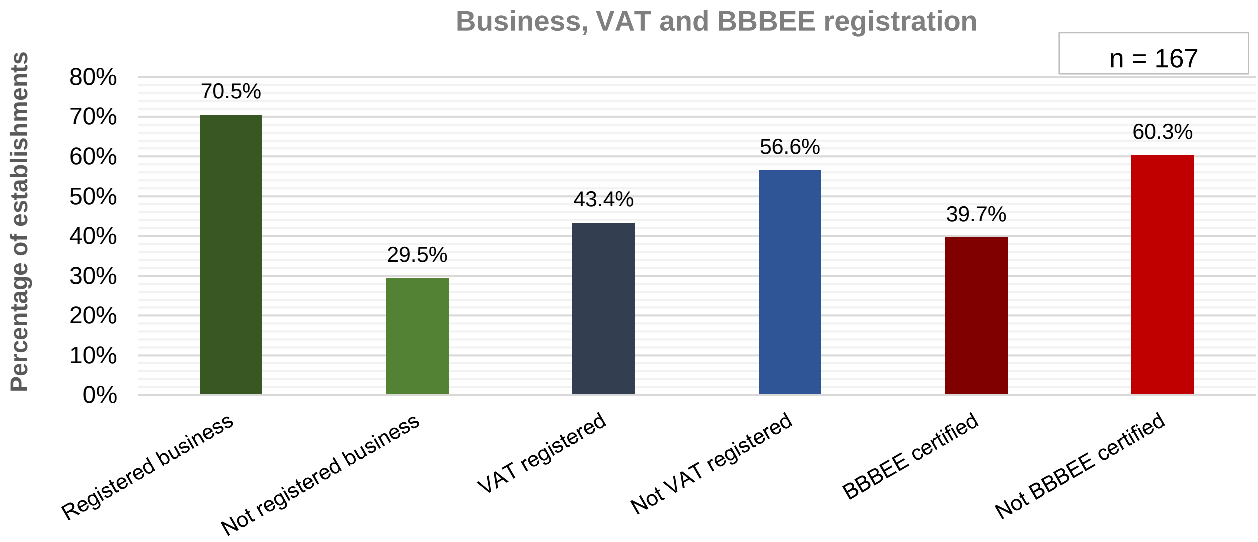


Figure 5.3: Relative levels of business, VAT and BBBEE registrations

The relative size of accommodation establishments that participated in the broad industry survey is presented in Figure 5.4. Ninety-six percent of respondents indicated that their establishments had fewer than 30 rooms, and 92% of establishments had fewer than 20 rooms. Most establishments that participated could therefore be deemed as SAEs as per the definition adopted in the literature review, i.e. accommodation establishments of 20 rooms and less. There was not enough data available for the category 20-30 or more than 30 rooms to determine whether their responses to the broad industry survey substantially differed from the responses of establishments of 20 rooms and less. All available data was utilised for further analysis, i.e. did not exclude the data from the larger establishments in answers which would not be affected by the number of rooms. The average size of all establishments that participated was 9.4 rooms, and the average size of establishments with 20 rooms and less was 7.6 rooms.

[1] All businesses in South Africa that have a turnover of more than R1 million are obliged by law to register with SARS for VAT. In other words, the fact that only 43.4% of businesses are VAT registered means that only 43.4% of business have a turnover of R1 million if it is assumed that 100% of the market is compliant with tax regulation.

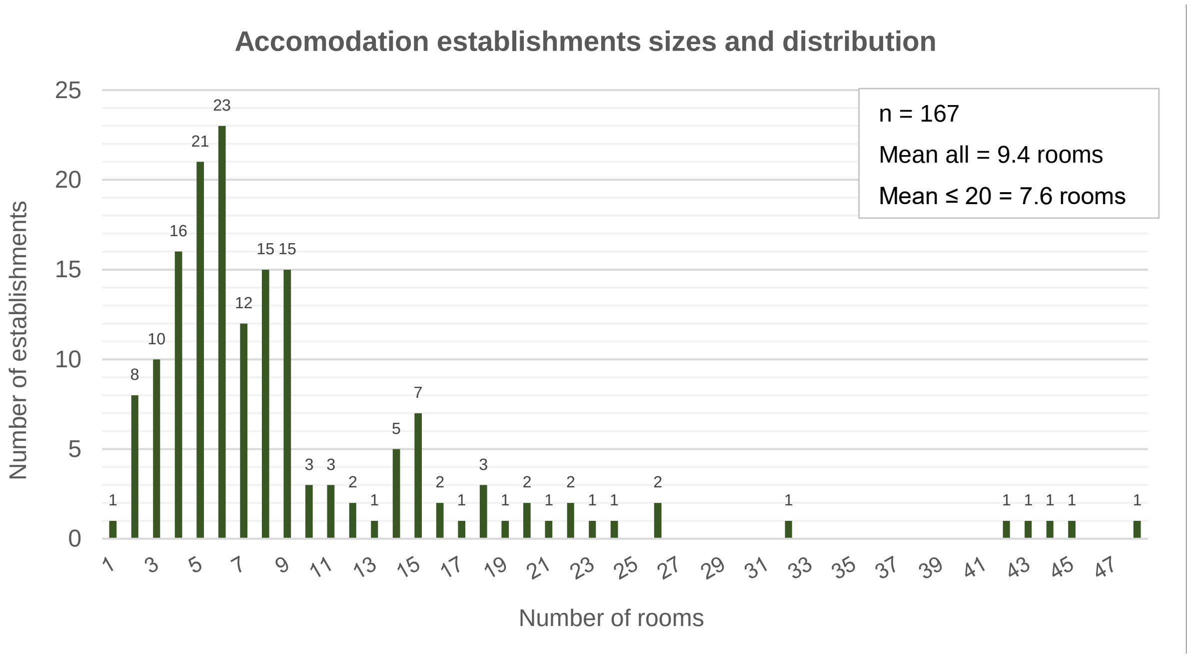


Figure 5.4: Size and size distribution of accommodation establishments

5.2.2 Definition and categorisation of SAEs

The purpose of this section was to determine the alignment of accommodation establishments' definition and categorisation to the proposed definitions of an SAE provided in the literature review and the industry expert interviews. The results are presented in Figure 5.5.

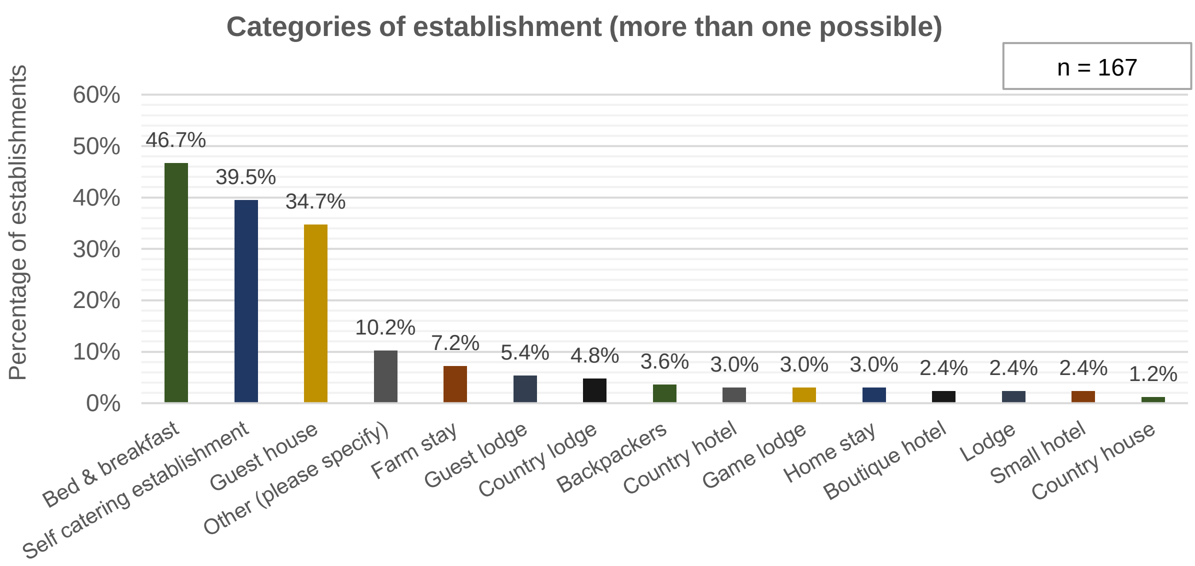


Figure 5.5: Categories of accommodation establishments

Most respondents referred to their businesses as bed and breakfasts, self-catering establishments or guest houses (refer to Figure 5.5). It must be noted that many other categories of establishments also offer self-catering options in addition to catered types of facilities. There were only 19 respondents that listed themselves as pure self-catering facilities. Twenty-three respondents listed themselves as both bed and breakfasts and guest houses. Other interesting observations included:

- One respondent listed itself as a guest house and a country hotel;
- Two respondents listed themselves as small hotels and guest houses;
- Four respondents listed themselves as boutique hotels, but of these, two referred to themselves as bed and breakfasts as well;
- A limited number of participants called themselves home stays or farm stays, and all these also listed themselves as either a bed and breakfast, guest house or self-catering establishment; and
- Under "other", participants listed themselves as a variety of establishment that have not been defined elsewhere in the literature, for example "boutique guest house", "fly fishing estate", "safari farm" and "specialty lodge with ox wagon accommodation".

The question that is highlighted from this response is *what purpose does categorisation serve*? Are the categories required to communicate to guests or is it to analyse the industry? Either way, the more categories of establishments, the more confusing it will become for the tourist to distinguish between the various types, and the more complex data analysis and comparisons will become. It is also clear from the responses received that the actual business owners and managers do not understand the categories or choose to select their own as a means to communicate their uniqueness to the market. Catering for all the different types of establishments on a web search facility may become an onerous and complex task for a web programmer and make searching more difficult for the end-user, i.e. the tourist (or the guest).

5.2.3 Awareness of responsible tourism and sustainable tourism

This question tested the participants' awareness of the concepts of responsible and sustainable tourism[1] by asking them to elaborate on their understanding thereof. In line with the findings of the industry expert questionnaires, the broad industry survey showed that overall, the smaller accommodation sector has little appreciation of the concepts of responsible or sustainable tourism. Eighty-four responses to this question were received. Responses were categorised to represent the four pillars of responsible tourism (economic criteria; social and cultural criteria; environmental criteria;

[1] Once again these were used interchangeably as a result of the alignment between GSTC's definition of sustainable tourism and the South African industry definition of responsible tourism.

management and operations criteria) as well as the additional dimensions of quality and service as outlined in the literature and industry review's definition of sustainable tourism. Several respondents indicated that they had no understanding of responsible or sustainable tourism. Examples of responses of those who did show some understanding in each category are provided below and responses are summarised in Figure 5.6. The examples were selected subjectively based on ones that summarised the general sentiments of each category.

- **Economic criteria only**: "Introducing local attractions, restaurants, wine farms, nature, sport etc. directly benefits employment in the area." Anonymous respondent

- **Social and cultural criteria only**: "Ensuring tourism is sustainable within the local community." Anonymous respondent

- **Environmental criteria only**: "Trading in a manner that we are able to provide an environment for future generations to enjoy." Anonymous respondent

- **Management and operations criteria only**: "We try to ensure that the business is run as economically as possible with optimum use of our resources…" Anonymous respondent

- **Service and/or quality criteria only**: "A service which offers value for money and excellent service with integrity and friendliness." Anonymous respondent

- **Combination of criteria**: "Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation." Anonymous respondent

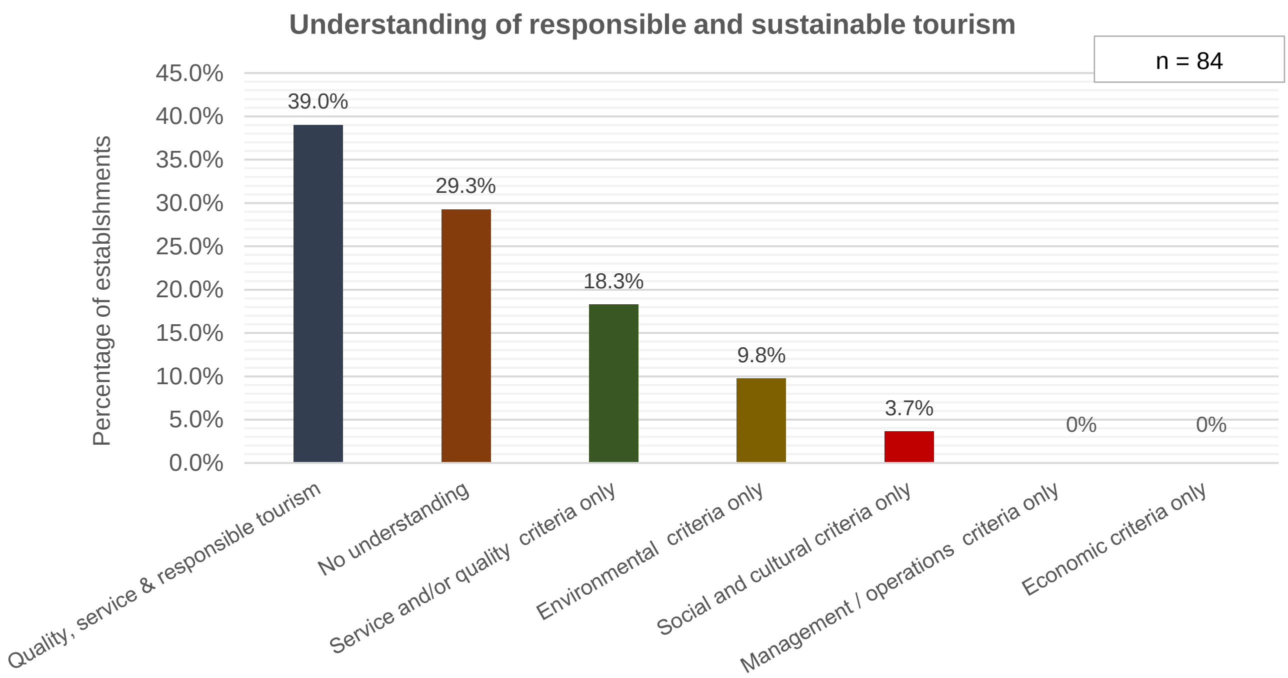


Figure 5.6: Understanding of responsible and sustainable tourism

It is clear from Figure 5.6 that most respondents understood some aspect or a combination of aspects of responsible and sustainable tourism, as outlined in the National Minimum Standard for Responsible Tourism SANS 1162:2011, referred to in the literature review. Almost a fifth (18.3%) of respondents related responsible and sustainable tourism to quality and good service. Only three respondents referred to quality and good service as well as one of the four responsible tourism pillars in their responses. Further observations about respondents' understanding of responsible and sustainable tourism, drawn from the above data (but not captured in Figure 5.6) are summarised below:

- Establishments with a basic understanding of responsible tourism but have never been certified – 78.6%;
- Establishments with a basic understanding of responsible tourism and currently certified – 14.3%; and
- Establishments with a basic understanding of responsible tourism and will consider certification in future – 33.3%.

Considering that certification has been emphasised by the NDT as a focus area for responsible tourism implementation, and in line with the findings from the literature review, the actual number of certified businesses is as low as 5.9% (nine of 152 that have 20 rooms or less). Also of interest is that the sample of respondents does not represent the overall rate of certification in South Africa.

The next section relates the level of understanding of responsible and sustainable tourism practices to the actual implementation thereof.

5.2.4 Number of measures implemented

The relationship between the level of understanding of responsible and sustainable tourism and actual practices being implemented is shown in Figure 5.7 (the types of interventions proposed are outlined in question 21 in Appendix C). As highlighted in the previous section, 54 establishments showed a basic understanding of responsible and sustainable tourism in at least one of the criteria, but the number of measures implemented varied greatly from one to 23 measures. The sample size was not adequate to draw conclusive insights into the relationship between a deep understanding and the number and / or type of measures implemented. What was clear, however, is that there is substantial room for improvement, considering that establishments that are aware of responsible and sustainable tourism practices have only implemented on average 12 of a potential 62 relatively simple practices, with a mean of approximately eight practices. In other words, most establishments have implemented only eight measures. No conclusion was drawn on the establishments that showed a lack of awareness versus the number of measure implemented, as this would serve no purpose other than to further highlight the level of education that is required to make establishments aware that they may already be implementing responsible and sustainable tourism practices without necessarily realising it.

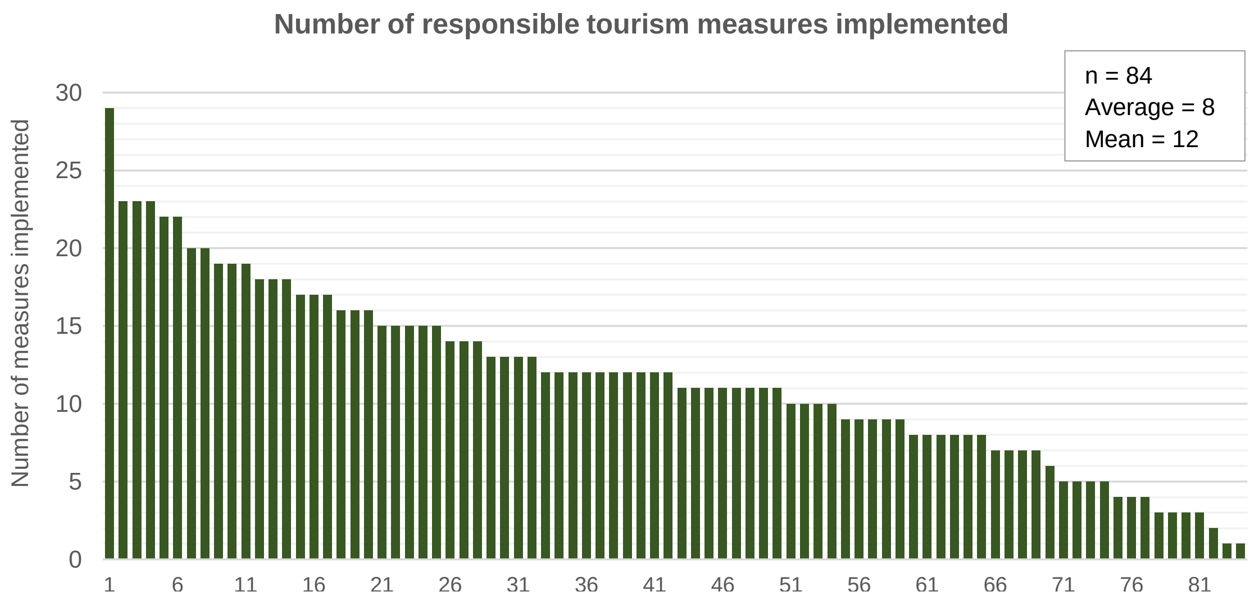


Figure 5.7: Relationship between RT/ST understanding and actual implementation

The next section looks at the types of measures most frequently implemented by accommodation establishments, as this highlights: 1) where the possible barriers for establishments are, and 2) which measures are relatively easy to implement.

5.2.5 Types of measures implemented

The types of measures most frequently and least frequently implemented are shown in Table 5.1. It is clear from Table 5.1 that establishments have largely focused on energy saving, employment equity, waste separation and composting and local or seasonal purchasing[1]. A summary of the key measures implemented by most establishments as well as measures implemented by the fewest establishments is provided in Table 5.2 and Table 5.3 respectively. Areas where respondents performed relatively well included energy consumption, employment equity, waste separation and purchasing behaviour. Areas where establishments did not fare well included educational aspects of staff and guests, water conservation and going off-grid. It must be noted, however, that percentages are not an absolute indication of how well establishments are performing with regard to the implementation of measures, but rather how much awareness there is about various aspects of sustainability and how many establishments have started implementing changes. One respondent provided a detailed response, which has been captured in Table 5.4.

It is clear from the findings represented in Tables 5.1, 5.2 and 5.3 that there is a relatively low understanding of responsible and sustainable tourism amongst SAEs in South Africa. Establishments have mainly focused on the implementation of, for example, energy efficiency because of the current cost and lack of reliability of supply. In addition, respondents mainly employed local people and paid living wages. It is assumed that most establishments would not want their workers to travel too far, as this has a cost implication as well as time implications. It was therefore not clear whether local people are employed because of convenience or because it is in line with responsible tourism principles. Whether living wages are higher or lower than minimum wages was unclear from the questionnaire, but it is assumed that most establishment owners or managers are aware of current labour laws and that minimum wages are often too low for people to make ends meet. This will need to be investigated in future studies. However, 66.5% of establishments that have mentioned a combination of practices referred to above, specifically mentioned local employment, job creation within local communities and fair pay in their free text responses.

While many establishment owners and managers have started separating waste, the level to which municipalities support waste management is a concern, and it is assumed that the efforts of business owners are mostly isolated initiatives that are not part of municipal programmes. The lack of service delivery within municipalities was mentioned several times within free text responses, but this will be

[1] According to Caroline Ungersbock ([Founder of the STPP] personal communication, 14 September, 2015) in 15 workshops with tourism SMMEs held in 2014 and 2015 by the STPP, the issue of local purchasing was raised several times. However, very few business owners related this to purchasing products from local producers, but rather from the nearest retailer, for example Pick n Pay, Spar, Checkers or Woolworths.

discussed further in section 5.2.5. Of great concern is the low rate of adoption of water conservation measures[1], staff and guest education as well as the formal adoption of some type of responsible and sustainable tourism or business management policy.

Table 5.4 provides a response from one respondent, who has been singled out as the only establishment owner or manager to illustrate his/her grasp of responsible and sustainable tourism. Effectively, this response represents a simple policy which could be used as a start and expanded upon. This respondent operated a four-star graded establishment (and will continue to grade), is not certified (and will not consider certification), but has implemented 12 of the possible 62 criteria provided.

It is clear from this section that behaviours that showcase sustainable tourism practices amongst SAE owners have not yet been entrenched. SAEs show a limited awareness of responsible and sustainable tourism and do not yet relate their business practices to the bigger picture of sustainable tourism (or responsible tourism). The concepts have not yet been mainstreamed amongst SAEs, and efforts over the past 20 years from government and the private sector have been met with limited application within this SAE sector.

[1] Note that this research was undertaken prior to the introduction of serious water restrictions in South Africa in 2015. The impacts of these restrictions are therefore not considered in this research.

Table 5.1: Frequency of measures implemented

Responsible and sustainable tourism measures implemented	%
Energy saving - low energy light bulbs	**89.3%**
Employment - mainly local people	76.2%
Energy saving - gas cooking	69.0%
Employment - pay living wages (not minimum wages)	65.5%
Eco-friendly - buying goods produced within 100 km	58.3%
Eco-friendly - buying seasonal food	57.1%
Education - guest info on historical places / events	52.4%
Employment - sharing of tips	51.2%
Waste management - separation of waste	51.2%
Eco-friendly - growing own herbs / vegetables	50.0%
Water saving - indigenous planting	50.0%
Waste management- composting for own use	48.8%
Energy saving - switch off campaign staff	46.4%
Education - guest info on local culture	36.9%
Education - staff training on greening	34.5%
Water saving - eradicating invasive plants	32.1%
Education - guest info on codes of behaviour	28.6%
Energy saving - solar geysers	28.6%
Education - HIV / Aids awareness for staff	27.4%
Water saving - borehole water	27.4%
Water saving - rainwater harvesting	26.2%
Eco-friendly - buying organic food	23.8%
Water saving - grey water recycling	23.8%
Education - guest info on greening	19.0%
Energy saving - gas geysers	19.0%
Energy saving - solar panels for general use	17.9%
Waste management - worm farms	16.7%
Energy saving - heat pumps	15.5%
Waste management - Bokashi bins	9.5%
Employment - people with disabilities	6.0%
Water saving - black water recycling	3.6%

Table 5.2: Measures implemented most frequently

Description	%	Comments
Energy efficiency measures		
– Respondents that have implemented low energy light bulbs.	89%	The number of establishments that have implemented energy efficiency measures is relatively high probably as a result of the escalation of energy prices over the past five years as well as electricity load shedding that has been an issue in South Africa since 2009. The load shedding of 2014 has not been accounted for in this research, but it is assumed that these percentages would have been increased as a result of the 2014 crisis.
– Respondents that have implemented gas cooking (this may be intentionally to save energy or because many chefs prefer gas cookers or that many establishments implemented gas cookers during the 2009 load shedding crisis).	69%	
– Respondents have implemented solar geysers, gas geysers or heat pumps.	63%	
Employment equity		
– Respondents that employ mainly local people.	76%	It is assumed that this percentage is relatively high as it is more cost effective for people to travel short distances to work. Whether this is the case or not, the fact that most establishments employ people from local sources and pay living wages should be viewed as positive steps.
– Respondents that pay living wages.	75%	
Waste separation and composting		
– Respondents that have engaged in separation of waste.	52%	While it is encouraging to note the number of establishments that are separating waste already, what really needs to be understood is to what degree local municipalities are supporting establishments in up-stream waste management and how much of this waste ends up in landfill.
– Respondents that are composting for own use with an additional 26% running Bokashi or worm farms (overlaps were not checked).	48%	
Purchasing behaviour		
– Respondents that buy goods produced within 100 km[1].	58%	While this percentage is on the low side, the practicality of buying products locally needs to be considered. As discussed in literature review, inclusive tourism is an approach developed to match supply of local products and services with demand for such amongst tourism stakeholders (ITC, n.d.; Tewes-Gradl, van Gaalen, & Pirzer, 2014).
– Respondents that buy seasonal food.	57%	
– Respondents that grow their own herbs / vegetables.	50%	

[1] While SANS 1162:2011 refers to distances of between 20 km and 50 km, the STPP's research has focussed on 100 km. This number was therefore selected for future comparability purposes. According to Caroline Ungersbock ([Founder of the STPP] personal communication, 25 June 2016), , in the rural areas in South Africa, 50 km too narrowly defines the opportunities for sourcing from neighbouring communities, as neighbouring towns are often located more than 50 km apart.

The above efforts could not be deemed to have a great impact on the overall SAE sector, considering the numbers of stay-units this sector (which is possibly underestimated) mentioned in the literature review. According to Ruiters, the low numbers of businesses converted to resource efficiency programmes[1] are as a result of available funds and the mandates given to the programmes to support the roll-out of resource efficiency programmes (L. Ruiters, [programme manager, NCPC-SA], personal communication, November 14, 2014). As an example, the outcome of the resource efficiency assessments undertaken by the NCPC-SA was a report to each establishment stating the required changes that needed to be made within the establishment. No mandate was provided to the NCPC-SA to track whether any adoption of new technologies had happened (L. Ruiters, [programme manager, NCPC-SA], personal communication, November 14, 2014). It was unclear what the real impacts of the NCPC-SA efforts and other similar programmes were at that point, but considering the progress made amongst the broad industry survey respondents, it could not have been significant.

[1] Resource efficiency refers to energy saving, water saving, waste management and improved sourcing practices.

Table 5.3: Measures implemented less frequently

Description	%	Comments
Education of staff and guests		
– Respondents that have started educating guests on greening aspects of the business	19%	As pointed out in the literature review, formal training programmes are often targeted at owners and managers of establishments. Many establishment owners do not realise the responsibility of tourists in sustainable tourism implementation initiatives.
– Respondents that have started educating staff on greening aspects of the business	36%	
Water conservation		
– Respondents that have engaged in eradicating alien invasive (if not on their own property, they should support local invasive removal projects);	32%	Considering the rapid increase in water costs, regular water restrictions as well as disruptions in water supply (referenced in the literature review), the low rate of water conservation measures is worrying. Grey water and black water recycling, on the other hand, are relatively technical and therefore lower implementation rates can be expected.
– Respondents that have started harvesting rain water for own consumption	26%	
– Respondents that have started recycling grey water	23%	
– Respondents that have started recycling black water	4%	
Off grid		
– Respondents that have implemented solar panels to go off grid for electricity supply	18%	This is relatively low, but the number may have changed meaningfully since the re-instatement of rolling power cuts by Eskom in late 2014.
Responsible tourism policy		
– Respondents that have adopted some type of responsible tourism policy	40%	It is clear most of these are not formalised in any way, but rather related to everyday behaviours that managers and owners try to adhere to. Only one respondent provided a detailed response, which could be interpreted as a passionate commitment to and implementation of sustainable tourism practices.

Table 5.4: Sustainable tourism measures implemented by an anonymous respondent

[…] Guest House is committed to sustainable tourism and therefore constantly attempts to have a low impact on the environment and local culture, while helping to generate future employment for local people. We aim to ensure that development brings a positive experience for indigenous people, tourism companies, and the tourists themselves. As such, our endeavours are, in accordance with the Nelson Mandela Bay Municipality's Go-Green Campaign, primarily focussed on four aspects, namely Waste exchange, Energy efficiency, Water conservation, and Support of local economies.
Although by no means an exhaustive list, the following actions are, amongst others, included in […] Guest House's deliberate contribution to sustainable tourism:

Waste exchange
The basis of the waste management system implemented comprises waste prevention, reusing and recycling.
Food, paper, plastic, glass, and metal waste are sorted in clearly marked, suitably sized bins and disposed of separately and appropriately at a nearby waste recycling centre.

Energy efficiency
Energy efficient lighting bulbs are used without exception.
Energy efficient fridges and freezers, dishwashers, washing machines, tumble dryers, kettles, toasters, heaters and geysers are used.
Weather permitting, linen, towels, and clothes are dried naturally and use of tumble dryers is therefore limited.
The swimming pool is fitted with a low maintenance, self-cleaning saltwater chlorination system, allowing for the highest standards in energy efficiency compared to any other pool sanitation system.
Rechargeable batteries are used in all battery-operated equipment to save money and reduce waste.
Photosensitive light switches are used on all outdoor lights.

Water conservation
Housekeeping uses non-toxic cleaning agents and laundry detergent, to allow for re-use of grey water.
Guests who are willing to re-use slightly used towels, are given the opportunity to hang those towels on the towel rails provided to reduce daily washing and subsequent water usage.
Linen changes of guests who stay for extended periods, take place every third day of the guests' stay.
Longer-term guests are given the option of weekly linen changes to conserve water.
All showerheads have been replaced with water efficient showerheads and flow control valves have been installed on faucets.
Exotic trees and plants on the guest house premises have been replaced with indigenous species, thriving in the climate and environment of the area, and needing less additional watering.
Gardens are watered during cooler periods of the day, to avoid evaporation.

Support of Local Companies
Wherever quality, quantity, and consistency permit, […] Guest House supports local economies by purchasing local goods and participating with small, local businesses. As far as possible, local manufacturers, distributors, rental companies, construction companies, and suppliers of repair and maintenance services, are utilised.
Deliberate efforts are made to conserve resources by seeking out businesses that are environmentally conscious, and who use the least possible amount of non-renewable resources.

5.2.6 Barriers to running sustainable tourism businesses

Porter's Five Forces were described in detail in the literature review as one of many possible approaches to analyse the relative sustainability of an industry, in this instance the SAEs sector as a "sub-industry". Through extracting data from the broad industry survey, Porter's Five Forces was used as a lens through which to view some of the key barriers that prevent sustainable tourism implementation amongst SAEs. To recap, Michael Porter's Five Forces Model provides a rigorous analysis tool from which to develop business strategies for sustainable businesses. The framework is outlined in Figure 5.8 for reference purposes.

Porter's Five Forces Analysis

Threat of new entrants / barriers to entry	The threat of substitutes	The bargaining power of suppliers	The bargaining power of buyers	The intensity of rivalry among competitors
e.g. Government policy, regulation & incentives Business set-up and expansion costs Access to markets	e.g. Choices available to buyers including: Economic factors (discretionary spend) / alternative industries Reasons for travel	e.g. Factors that impact operational costs Profitability Resource costs Staff costs Other input costs Relative bargaining power of the industry through associations	e.g. Factors that impact specific needs of tourists Grading, quality assurance and certification	e.g. Factors impacting Occupancy rates and industry capacity

Sustainable smaller accommodation establishments as "sub-industry" or a sector

Adapted from Porter's Five Forces Model (Porter, 2008)

Figure 5.8: Porter's Five Forces Model in the context of the smaller accommodation sector

Many respondents raised concerns related to "staying in business" in some of the free text options available throughout the questionnaire (for example comments included that remaining compliant was a constant struggle and ongoing escalating costs are of great concern). While Porter's Five Forces describe factors that affect entry into the market more than staying in business, these factors are deemed similar and factors raised by respondents impact on both starting a business AND "staying in business", as outlined in the literature review. In the current South African landscape of high energy and utility costs as well as unreliable service, alternatives such as renewable energy would need to be considered, which have higher up-front investment requirements.

Respondents were requested to describe barriers and/or challenges that impact negatively and positively on their businesses. Only 76 respondents completed these two questions, but many listed up to four barriers/challenges. In addition, a number of comments which have bearing on this section were made in the responses to the question asking participants to explain their understanding of responsible tourism. Therefore, relevant comments from the responsible tourism question were included in the analysis. Feedback received is represented in Table 5.5.

Table 5.5: Barriers to maintaining sustainable businesses*

Description	Response Summary	Negative	Positive
By-laws / regulatory environment	Regulatory environment and challenges with adhering to relevant regulation	42	4
Business set-up / expansion costs	Cost of establishing a new business (for the Accommodation Establishment Industry, this should also be considered for business expansion), including availability of finance.	22	5
Access to markets	Ability to access markets as well as limitations to accessing markets.	22	67

*Note that respondents were requested to list up to five positive impacts and five negative impacts. The numbers indicated in this table is made up of the multiple responses received from 76 participants.

As shown in Table 5.5, the current lack of appropriate by-laws and regulations were deemed mostly in a negative light, as were business set-up and expansion costs. Most respondents did, however, believe that they enjoy good access to market. The cost of electricity and utilities and reliability of service are factors that reduce a business's ability to stay in business. High ongoing running costs present a barrier to starting up a business as well as staying in business, as margins are reduced. While market access seems to have a positive impact, issues that impact tourism negatively, such as crime and security, could impact on short-term travel, which makes businesses more risk averse, especially in view of high and escalating costs. Two important factors that are worth mentioning in this section, are that data was collected before two key incidents in South Africa in late 2014/ early 2015:

1) Eskom's recent rolling black-outs[1]. The true reflection of this impact is not captured in this research. However, the STPP and other tourism consulting firms have reported that many establishments complain that the rolling blackouts are hampering their business, but that limited access to finance make it difficult for them to adapt through the installation of alternative energy technologies.

[1] In late 2014 and early 2015, Eskom re-introduced load shedding following the initial load shedding of 2008 and 2009 due to insufficient capacity to meet demand. This impacted on businesses and residences across the South Africa.

2) The dramatic drop in international arrivals to South Africa in 2015, which many people ascribe to the South African Department of Home Affairs implementing stringent biometric visa controls and requiring all children to travel with unabridged birth certificates[1].

While the positive responses received on by-laws / regulatory environment as well as business set-up and expansion costs were not nearly as prolific as the negative responses, it is clear that most establishments feel that favourable conditions and service levels exist to provide good access to markets. (67 positive responses vs. 22 negative responses on access to market). Examples of responses received that act as barriers to maintaining sustainable businesses are presented in Table 5.6.

Table 5.6: Barriers to maintaining sustainable businesses - examples

Description	Response examples
By-laws / regulatory environment	– No signage on the N3 and signage restrictions – Poor infrastructure by municipalities – Municipality red tape and lack of interest in tourism – Protest action in the neighbouring township – Guest booking under false pretences, scamming us out of our income.
Business set-up / expansion costs	– The difficulty in securing finance with financial institutions – High fixed costs which are unavoidable - water, electricity, rates etc. – Rising cost of basic service – Maintenance is very heavy at the coast – Various booking directories charging booking commissions, high credit card bank fees – Maintaining quality is very expensive – Compulsory regulatory costs have eroded profit in the past 8 of our 12 years of business
Access to markets	**Positive** – International tourist [positive] perception of South Africa – We are easily accessible, close to main road, shops. – Repeat business – Weak currency (Rand) means more foreign visitors **Negative** – Seasonal for example winter months are quiet – Location relative to mines, airports and other infrastructure makes access difficult – Lack of marketing resources

[1] New visa regulations introduced by the Department of Home Affairs have been blamed for the drop in international arrivals in 2015 of up to 30%.

The relative ease for buyers (i.e. the tourist) to switch between service providers (i.e. accommodation establishments) and the presence of substitutes in the market place were not explored in depth in this research. The literature review identified various factors that could impact on a person's choice to firstly travel and secondly select a specific destination and the broad industry survey provided some insights into three areas that could be viewed as impacting on reasons why tourists would switch. These are:

1. Economic factors (which would impact discretionary spend);
2. Reasons for travel; and
3. Specific threats or favourable conditions that will influence tourists' decisions to travel to South Africa.

In the questions as to which specific factors impact negatively and / or positively on an accommodation establishment, no fewer than ten respondents highlighted the economy as a factor. Only one respondent felt that the economy had a positive impact, while the rest believed it had a negative impact, for example "economic pressures of the past 15 months [are] now affecting local business and [leisure] travel arrangements / frequency" (anonymous respondent). However, those that regarded the economy as a negative factor represented only 11.8% (9/76), which is too small a sample to make a reasonable assessment of the overall effect of the economy and therefore the ability of tourists to travel due to available discretionary spend.

While an accommodation establishment very seldom represents a tourism destination in itself, the reasons why tourists choose a specific accommodation establishment would be as a result of its proximity to various types of facilities as well as quality and experience preferences. A total of 84 establishments responded to the question as to the reasons why people use their facilities. The outcomes are captured in Figure 5.9.

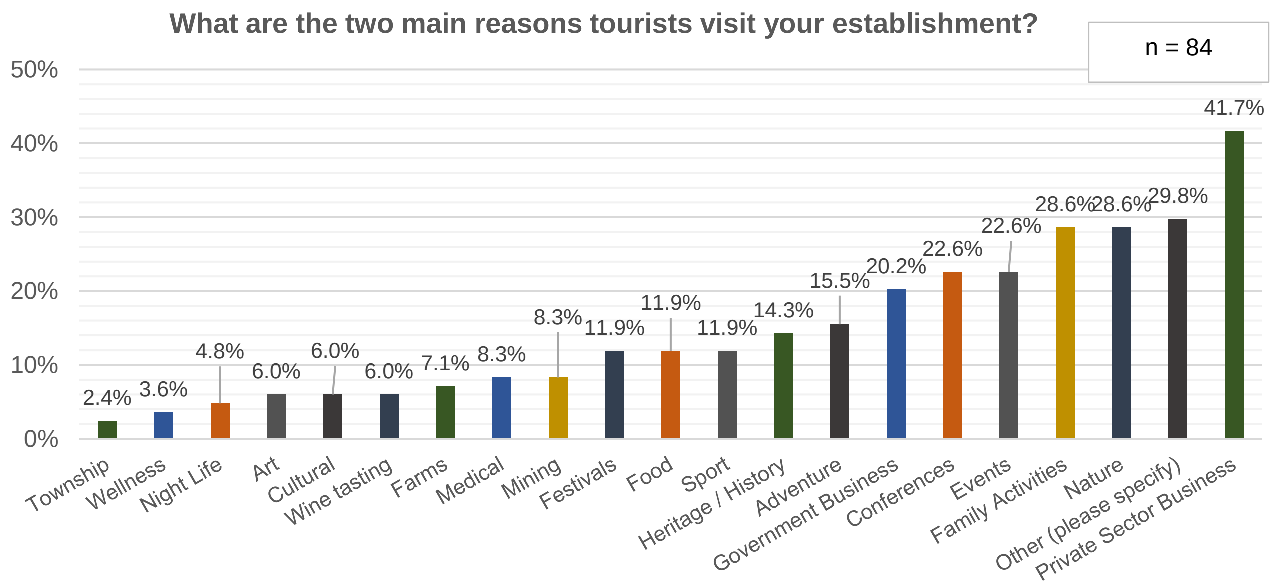


Figure 5.9: Reasons for travel

Eighty-four respondents completed the question related to reasons for visiting an establishment. The sample was too small to make a reasonable assessment of the reasons why tourists visit certain establishments. What was clear, however, is that the accommodation market is critically dependent on the specific offerings of destinations, and none of the respondents listed their establishment as a destination in itself in the free text section of this questionnaire. In addition, a wide variety of potential reasons to visit a destination exist. General leisure, business, nature, family activities, events and conferences were not unsurprisingly cited as the most frequent reasons for tourists to visit an establishment. There are limited substitutes for accommodation establishments, however; if certain complementary services are not in place, tourists will not travel to the destination. Accordingly, it can be asserted that it is critical for the sustainability of accommodation establishments that they be well integrated in the tourism supply chain (although in some cases the supply chain could form part of an establishment, for example game drives provided at a lodge).

Regarding the questions dealing with occupancy, the annual average occupancy rate hovers at around 45%. While no view was obtained on seasonality, it must be noted that low occupancy means that 1) either there is not enough reason for tourists to visit at a certain time (threat of substitutes), or 2) that there is an over-supply of accommodation establishments at the destination (intensity of rivalry). The previous section highlighted a number of comments from establishments on the lack of infrastructure – this could also have an impact but is not considered here. As mentioned in the previous section, lack of marketing resources or fragmented marketing efforts would mean that SAEs face high competition, and therefore a high threat of substitutes.

The issue of crime was raised at by 10% of respondents (8/82). Once again, while the sample was too small to make a conclusive assessment, this correlates with the findings from the industry expert interviews that highlight that while there is a perception among many South Africans that crime has an impact on tourism, it does not stand out strongly as a major concern (as is the case, for example, with utility costs) for tourism. A reliable source of accurate data that proves or disproves whether crime is a real threat to sustainable tourism in South Africa, whether crime in general or only tourism-related crime is an issue and whether government is doing enough to manage the issue of crime, is needed. Other specific factors that would influence the decision to travel have been raised by a number of respondents. While quality and service were cited several times, these are not included in this section of Porter's Five Forces, as this topic has already been discussed in some detail in the section dealing with the understanding of responsible and sustainable tourism.

An accurate assessment of the reasons why the threat of substitutes is high (for example seasonality, crime or quality of service) was not done. However, it can be deduced from the above responses that the threat is a reality and that it needs be addressed to ensure a more sustainable smaller accommodation sector.

Factors that determine the cost of inputs were also explored in this section. The impact of operational costs on the overall profitability of the business and the sustainability of the industry, and the potential bargaining power that the industry holds to reduce costs were explored. The cost of operations (supplier power), the level of occupancy (buyer power and rivalry) and other external factors that impact the business's ability to generate income are some of the key drivers for business profitability. As highlighted in the literature review, a business can only remain sustainable, if it remains profitable. According to Porter (2008), suppliers determine the cost of inputs (price), but businesses have the ability to negotiate prices based on aspects such as volumes or referrals. It is entirely up to the business owner and manager to determine needs such as quality of products, quantities, or types of products required for running successful operations. They therefore have some negotiation power when costs are too high. They can, for example, decide not to purchase the product or service anymore or purchase from other suppliers. The potential of establishment owners and managers to switch or negotiate on some of the key costs identified during the broad industry survey are reviewed in the following section and key findings are discussed under the sub-headings of *profitable vs. non-profitable establishments*, *energy and water consumption, staff costs, complexity of offering and general business costs and relative bargaining power of the industry.*

Profitable vs. non-profitable establishments:

The results show that of the 77 respondents that have 20 rooms or less, only 35 (45,5%) businesses had made a profit over the previous 12 months, while 14 (18.2%) had made a loss and the rest broke even (refer to Figure 5.10). Results were similar when data from larger establishments was added[1]. This means that in line with Porter's principles on profitability, a total of 54,8% of businesses will not remain sustainable if they continue their status of making a loss or breaking even. A further observation was that the profitable businesses reported an average of 49% occupancy, while the businesses that did not make a profit reported an average of 36% occupancy. It is therefore clear that market access is critically linked to profitability of the SAE sector. On the other hand, 50% of both profitable businesses and non-profitable businesses measured their energy consumption.

As an aside, the number of establishments that reported breaking even was relatively high. The reason for this was not clear, but it is likely that these establishments could manage their spending to avoid making a loss, or possibly reporting a profit. An analysis of the reasons why an establishment might have reported breaking even was not undertaken as part of this research.

[1] Results from a universal access survey (421 responses received) undertaken by the STPP and the African Centre for Universal Access in April 2016 show the same outcomes for SAEs. However, the survey also included larger establishments, and when their data was added, the number of businesses that made a profit was 55,4% Caroline Ungersbock ([Founder of the STPP] personal communication, 25 June 2016). This is a further indication of SAEs' challenges to remain sustainable.

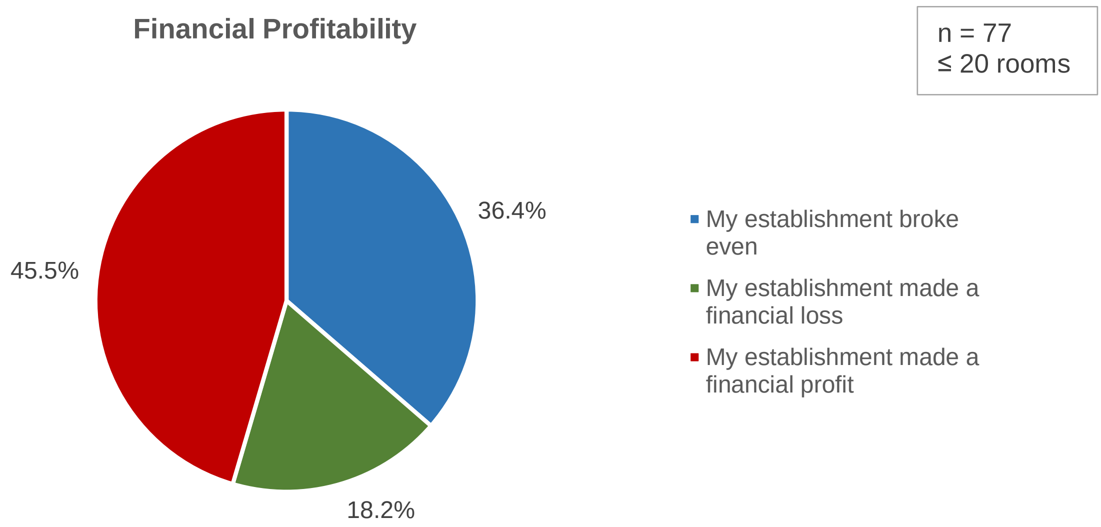


Figure 5.10: Smaller tourism sector profitability

While the sample was relatively small, it is worrying to see that such a large percentage of the sector's long-term sustainability is under threat. There were no further correlations found to various business practices which were more frequently implemented by those who made a profit than those who made a loss or break even. In other words, practices such as grading, measuring consumption and the number of responsible tourism measures implemented had no substantial impact on a business's profitability. No respondents viewed the cost of doing business in a positive light, in other words, cost of doing business was deemed to be a negative factor for most establishments.

However, the results also showed that there is much room for improvement amongst SAEs, for example, to become more energy and water efficient and therefore start reducing resource costs. The responses on business costs showed that more than 60% of respondents listed the high cost of utilities (for example water and electricity) as major concerns. However, of the 167 respondents in the broad industry survey, only 45 (26.9%) could provide accurate data on energy consumption and occupancy, while only 2.4% provided adequate data for water consumption. What this means is that the owners and managers are not making good business decisions on what they purchase – they do not measure consumption and therefore do not understand where cost reduction opportunities lie. Other results, which highlight relative cost impacts, are summarised in Table 5.7. Table 5.7 illustrates examples of cost items for establishment owners and managers of profitable versus non-profitable establishments. The differences reported between the profitable and non-profitable establishments were not substantial for most of the items measured.

Table 5.7: Cost analysis of profitable establishments vs. non-profitable establishments

Description	Profitable	Non-profitable	Comments
Average no. of monthly payment (out of 13 potential payments listed)	7.7	7.9	Difference not substantial, but the next phase of research should quantify each of these payments
Average no. of annual payments (out of 9 potential payments listed)	2.7	2.7	No difference, but the next phase of research should quantify each of these payments.
Average no of rooms	9.4	9.4	No difference.
Currently graded	39.5%	36.6%	Profit makers are slightly more often graded. While this difference is relatively small, the impact of this warrants further research.
Energy saving light bulbs	89%	89%	No difference
No. of businesses currently certified	2	3	Difference not noteworthy.
No. of rooms per staff member	1.7	1.5	13% difference in terms of the number of rooms per staff member. While this difference is relatively small, the impact of this warrants further research.
Average number of RT initiatives implemented	11 of 62 suggested	12 of 62 suggested	Slight difference – profit makers have on average implemented fewer responsible tourism initiatives. While the difference is not noteworthy, it warrants further research to understand which types of measures will lead to more sustainable businesses.
Pay living wages	71.1%	68.2%	Slight difference – profit makers pay living wages more often. While difference is not noteworthy, it warrants further research.
Situated on a tourism route	84.2%	82.9%	Profit makers are slightly more often situated on major tourist routes. While this difference is relatively small, the impact of this warrants further research.
Belonging to associations (cost impact considered)	33	37	Ten percent variation – this needs to be further investigated.
VAT registered	42.1%	36.6%	Profit makers are slightly more often VAT registered, in other words, what this shows is that if an establishment's turnover is higher than R1,000,000, which is the VAT registration threshold, they are slightly more likely to be profitable. While this difference is relatively small, this observation warrants further research.

Energy and water consumption

Figure 5.11 shows the average energy consumption of a total of 63 data sets (45 from the broad industry survey and 18 from STPP surveys (Caroline Ungersbock [Chair of STPP], personal communication, April 29, 2015)) over a period of 12 months. It must be noted that the data was collected over a period of three months and respondents were requested to include 12 months of historical data. The data therefore does not reflect specific seasonality dimensions. What is interesting, however, is the degree to which the two sets of data used correlate with each other. The outliers shown in Figure 5.11 as BIS maximum (broad industry survey maximum) and BIS minimum (broad industry survey minimum) as well as the STPP maximum and minimum refer to the maximum and minimum consumption in the period of 12 months amongst the 63 establishments. From this analysis, it is possible to suggest a band of typical consumption per bed night of SAEs between 25 and 50 kWh per bed night. Exceptions, especially major exceptions, such as the ones indicated as outlier in Figure 5.11, should then immediately prompt an investigation to establish the reasons for the large deviation. For example, the outlier might mean one of the following:

1. Incorrect electricity charges are applied; in which case the establishment owner may need to negotiate with Eskom (or the representative municipality) to have the correct charges applied. As shown in the literature review, there are many different establishments in South Africa that are charged incorrectly in relation to their zoning.
2. The business owner has made decisions that impact his own business. In this case, the two outliers show the data for boutique hotels that provide a very specific type of service; they offer high quality meals, their rooms have spa baths, they have small conference facilities, and they have a vast number of lights, both inside and outside that are operated 24 hours a day to create a certain ambiance. This type of set-up further presents a host of opportunities to reduce consumption and eliminate inefficiencies, but these decisions need to be considered by the owners and managers.

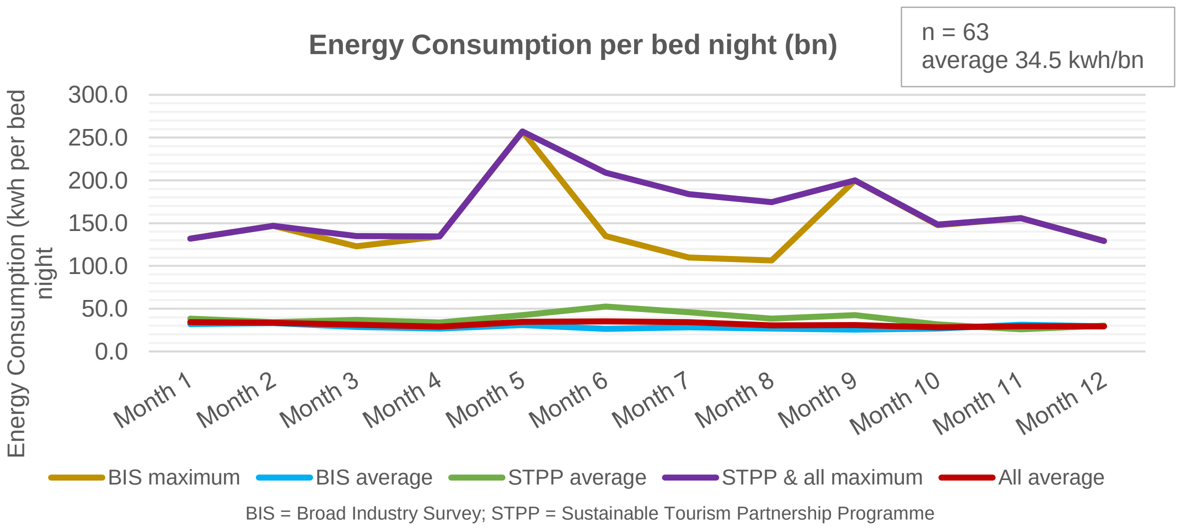


Figure 5.11: Average energy consumption per bed night

As indicated in the literature review, the cost of water, while not yet in the same category of cost of electricity, is set to become the next cost headache for businesses, especially accommodation establishments. Currently, the cost of water is perceived to be relatively low compared to the cost of electricity. Data extracted from the broad industry survey showed that more than 90% of SAEs did not accurately track their water consumption from municipal sources, or they made use of boreholes, which were not generally recognised as a shared resource that needs to be measured and managed, and rainwater tanks. Only four sets of accurate data including water consumption per bed night could be obtained, and no analysis on water efficiency was undertaken. What is important to note, however, is that this is an indication that much awareness still needs to be created on the critical role of water and the negative impacts that water scarcity could have on businesses. Once water costs start escalating to a point where it becomes constraining to business, SAEs will have little data on their consumption patterns and little knowledge on what business decisions they could take to reduce consumption. In addition, SAEs will have little negotiation power with suppliers as they will have little data to take to suppliers to prove their efforts on water conservation.

The fact that so few respondents were willing and / or able to supply consumption data on energy and water means that:

1. There is a lack of awareness amongst establishment owners and managers of the importance of resource efficiency as a critical element of sustainable tourism;
2. There is a lack of real understanding of their business cost drivers and therefore a lack of understanding of triple bottom line impacts; and
3. There is not enough emphasis working collectively (for example through associations) to create collective bargaining power in the industry.

What the limited data for energy consumption does, however, provide is a benchmark against which other establishments can start measuring their performance. Over time, as more data can be collected, a systematic benchmarking exercise can be undertaken. This would help to normalise energy consumption in SAEs and provide collective bargaining power of establishments, could be established.

Staff costs

All accommodation establishments were asked to provide information on the number of permanent staff they employed. Labour costs were cited as one of the largest components of operational costs for many types of businesses, as outlined in the literature review. These numbers were correlated to 1) to the number of rooms, and 2) to the additional facilities (counted as a number of additional facilities). Two sets of data were used to determine the relationship between number of rooms and permanent staff employed, i.e. primary data from the industry survey (sample = 158) and secondary data from the STPP (sample = 218). The STPP data was obtained from two years of workshops with accommodation establishments, where the facilitators requested this information in the same format as question 16 from the questionnaire, i.e. how many permanent staff do you employ (including owner / manager?). The findings from the two data sets are provided below.

A strong (0.63 and 0.68) and statistically significant correlation between the number of permanent staff and the number of rooms exists in SAEs. This means that there is a high likelihood that the two values, i.e. number of rooms and number of staff employed for establishments, are influenced by each other. This provides a useful guideline or benchmark that could be utilised to identify efficiency challenges within an establishment. For example, if it is discovered that two very similar establishments employ different numbers of staff, one might find that one establishment operates more resource efficiently, resulting in an ability to employ more staff. Figure 5.12 shows the average number of staff per number of rooms. Only establishments up to nine rooms were included as there was not enough data for each size (number of rooms) to come to a reasonable conclusion on the average number of employees for larger establishments. In addition, there were five major outliers which were excluded, as these would have skewed the data to show higher employment on average. One of these outliers was a five-bedroom establishment that employed 20 permanent staff. This would need to be further analysed to understand what makes the business so much more labour intensive than other establishments, for example, it could provide additional services that have not been accounted for in the questionnaire. Seventy-three respondents answered the question about how many part-time staff they employed, and of those, 63 (86.3%) indicated that they occasionally use temporary staff – mainly during peak times and weekends when occupancies are high or when there are events.

The findings show that SAEs have a substantial and noteworthy impact on the job market. Roughly two staff members were employed for every three rooms in an establishment. The questions that were therefore highlighted for South African SAEs are:

1) How do these employment rates compare with that of larger establishments?

2) How do these employment rates compare to international standards and why is there a difference?

3) Are there opportunities to create more jobs in local accommodation establishments through eradicating other inefficiencies, for example energy and water consumption?

4) Would smaller accommodation establishments be more or less profitable if they employed more staff? What would, for example, the increase in service level bring vs. the increase in costs?

Additional jobs are created in peak and busy periods, and although they are not permanent jobs, it would nevertheless have a cost impact for smaller businesses and a local economic impact on the labour markets. This factor should substantially contribute to the smaller accommodation sector's bargaining position in the industry. Several establishments mentioned the issue of costly labour and / or unreliable labour. While this factor has not been analysed in depth in this research, it is key for the industry's sustainability to understand the impact of South African labour laws (which have been cited anecdotally as being extremely advanced) on the smaller accommodation sector, and to what degree these laws support or deter SAEs from making good business decisions.

Complexity of offering and general business costs

Based on the analysis in the previous section, there is a strong link between the number of rooms per establishment and the number of permanent staff employed. There is also a strong link between the number of staff employed and the number of additional facilities in an establishment (there were no surprises in that the correlation between number of staff and number of rooms + facilities was stronger at 0.87). While an in-depth analysis of the linkages between additional facilities and the number of additional staff was not done, it is nevertheless important to have a view on the types of facilities that SAEs typically have, and note that there are additional costs captured in the operation of these facilities, depending on what they are. While the cost should be offset by income generated, it is important to refer to the start of this section, which showed that only 45% of establishments are profitable.

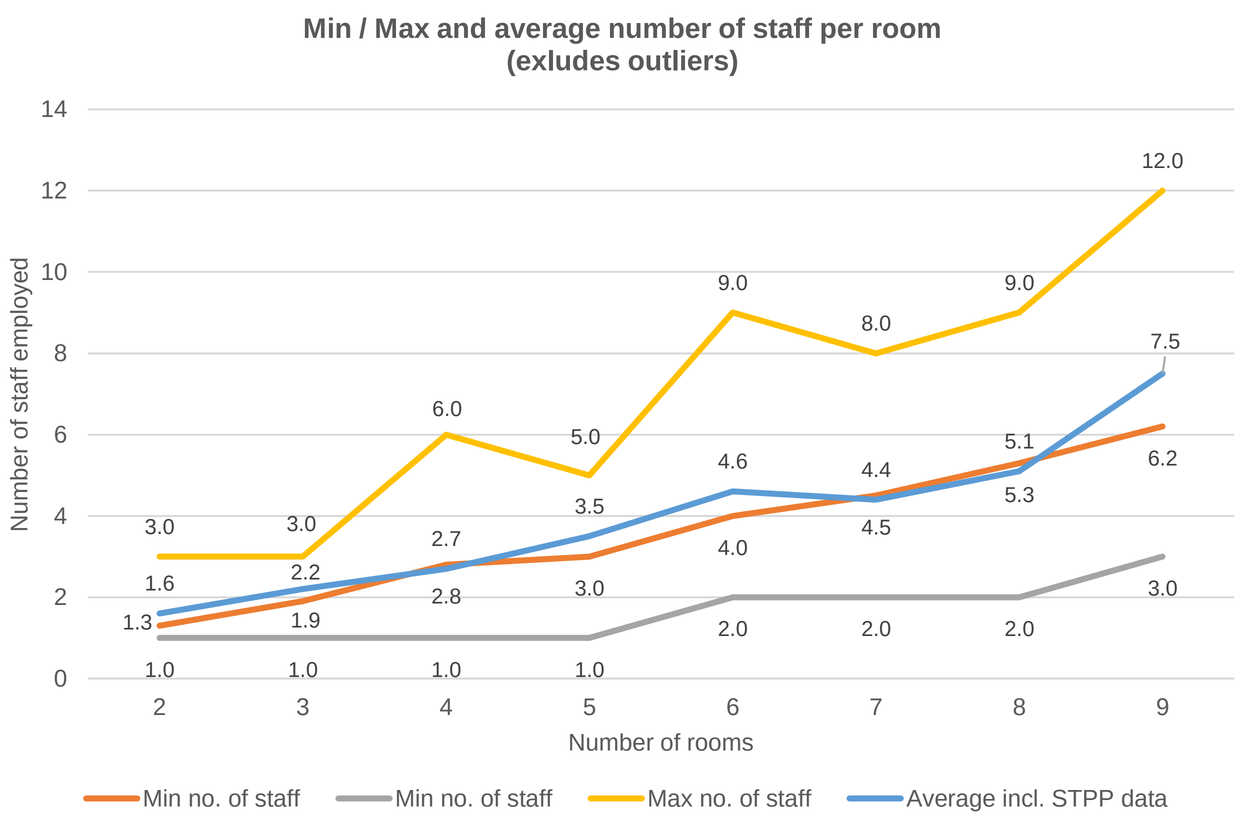


Figure 5.12: Average permanent staff vs. number of rooms including STPP data

Each type of facility has an associated base cost, in other words, the cost to have it available, whether or not is utilised (for example, spa baths and swimming pools have running costs for water, cleaning, chemicals and electricity, whether they are used by guests or not). This may negatively impact profitability if occupancies are relatively low. Of importance to note is that 77.2% of establishments have dining rooms, 71.3% have swimming pools and 44.3% have conference rooms. These are facilities that could potentially have high cost impacts on the business due to, for example, energy, water and product utilisation. One comment from an anonymous respondent captured the complexity of establishments in that they have so many dimensions in their operations to deal with that general business costs do not relate to actual costs incurred only, but also to time and effort costs. To reiterate, it is therefore crucial for SAEs to start understanding their resource consumption and other cost drivers collectively so that their decisions could be based on what makes business sense and so that they can start reducing costs through collective bargaining with suppliers.

An analysis of the potential operational costs of an establishment based on its complexity of services was also briefly assessed. An example of the variables that may exist among SAEs is provided in Figure 5.13 (meals served) and Figure 5.14 (additional facilities)[1]. The types of meals served were noted, as these would indicate whether food and beverage would be a noteworthy cost item within the operations of an establishment. The sample sizes were too small to draw conclusive findings on the variability of services provided vs other indicators such as energy consumption and number of staff employed. However, this information was utilised to illustrate the multi-dimensionality of SAEs, and that the number of rooms an establishment has, while a reasonable indictor, should perhaps be expanded to a number of key services provided in order to develop appropriate benchmarks for comparing for SAE performance.

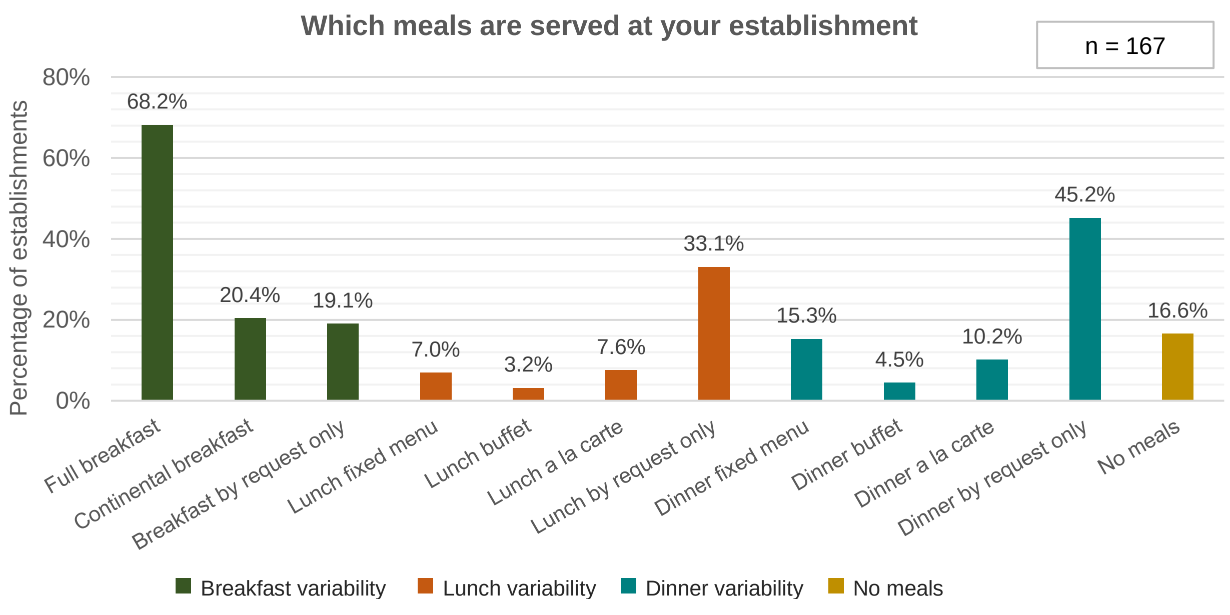


Figure 5.13: Types of meals served at SAEs

[1] Note that for each establishment, these costs will vary based on numbers, types, frequency of used and other factors. Therefore, costs are extremely variable and the graphs are meant to illustrate complexity of operations and types of costs that impact variability in operational costs. The graphs are not meant to refer to absolute costs.

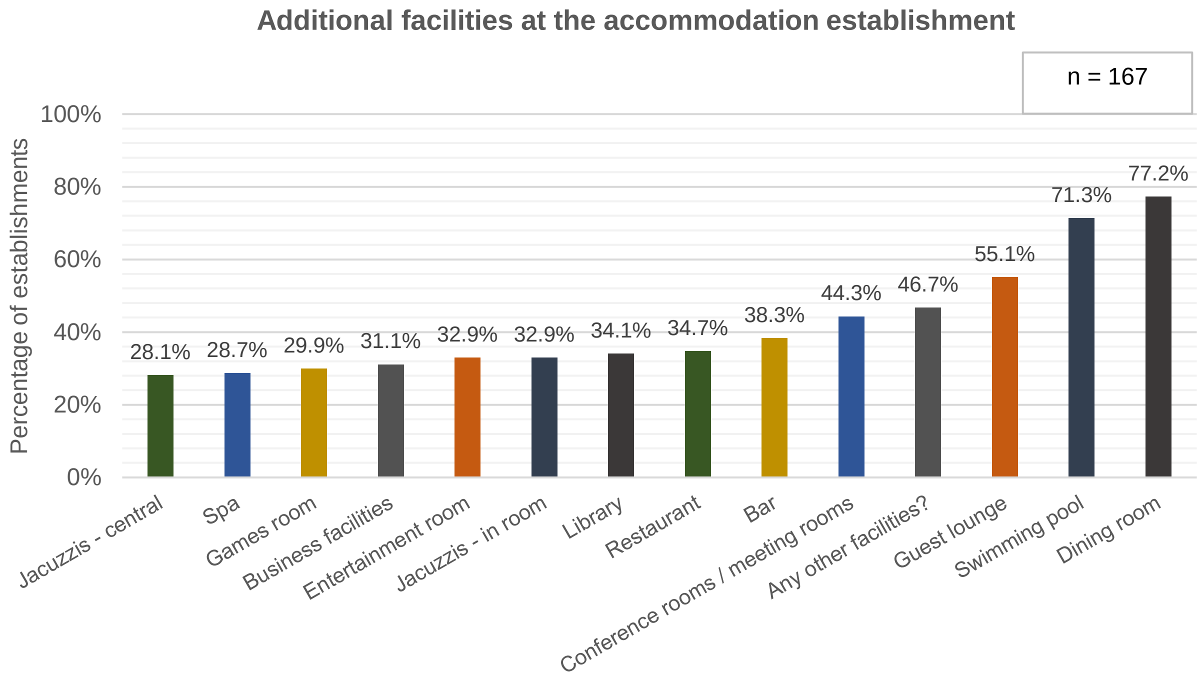


Figure 5.14: Types of additional facilities and frequency of occurrence

In the context provided in Figures 5.13 and 5.14, examples of benchmarks could include:

- Energy consumption per bed night of SAEs that serve full breakfast as a standard vs. those that serve cold breakfast / breakfast on request only;
- Energy consumption per bed night of SAEs with swimming pool vs. without swimming pool;
- Energy consumption per bed night of SAEs with restaurant vs. without restaurant.

This part of the research also assessed the types of general operational costs of accommodation establishments. These include both annual costs and monthly costs as shown in Figures 5.16 and 5.17 respectively. It is clear from the responses that there are a variety of costs that need to be considered in the business operations of an accommodation establishment. As indicated in the literature review, there are few costs which are negotiable, as there is very little segmentation available for SAEs.

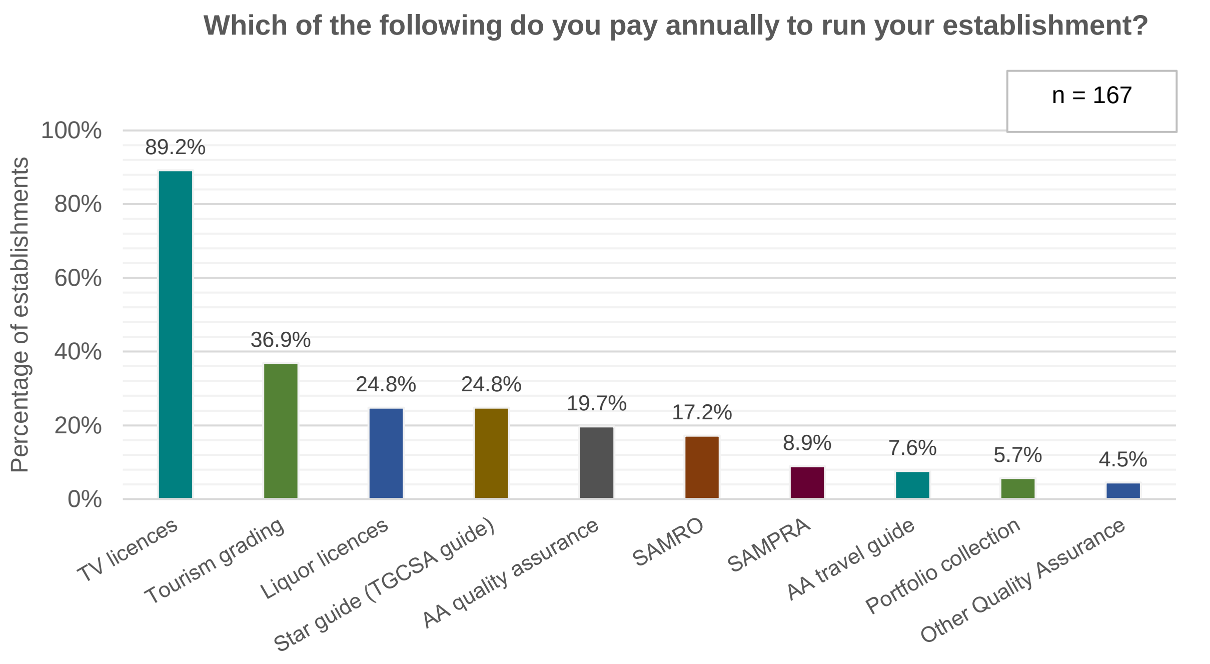


Figure 5.15: Typical annual expenses (non-exhaustive)[1]

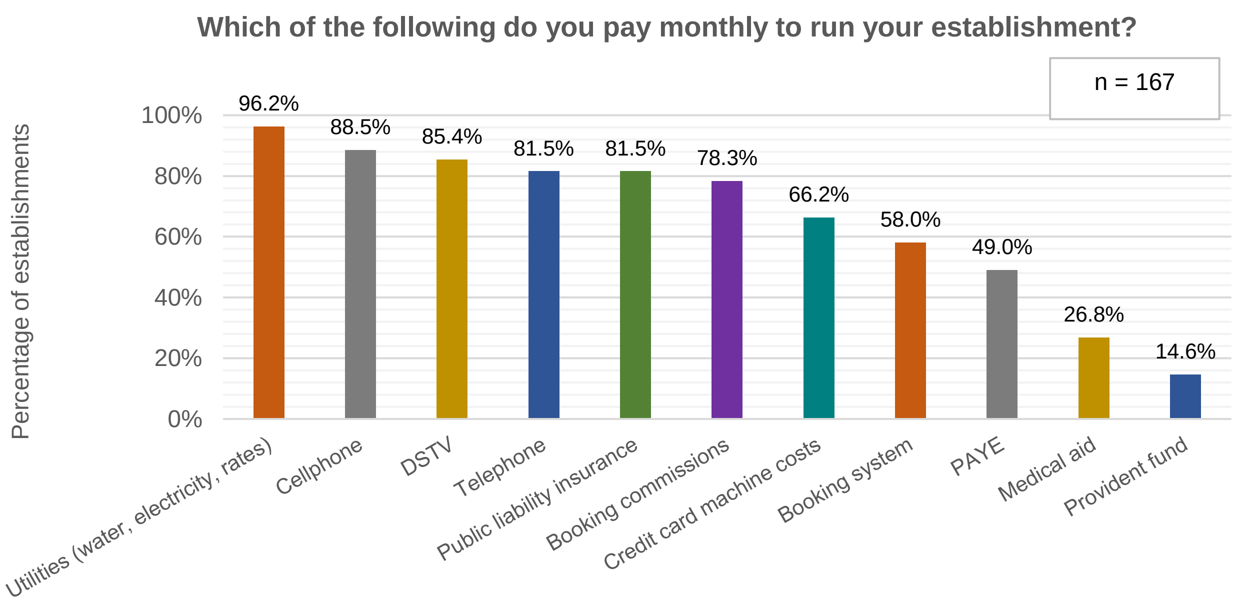


Figure 5.16: Typical monthly expenses (non-exhaustive)[1]

It is extremely difficult to provide indicative cost ranges for each of the items in Figures 5.15 and 5.16. The value of each item will range depending on aspects such as number of rooms, grading, facilities provided, numbers and types of meals prepared and served per establishment, levels of services. While

[1] Refer to glossary of terms for explanation of acronyms

a specific in-depth analysis of the complexity of facilities and the profitability of operations is not within the scope of this research, the information provided in Figures 5.13 to 5.16 illustrate the complexity of operations of smaller establishments and therefore the number of potential operational aspects that could erode profitability. Within each of the types of facilities, for example swimming pools and dining rooms, there standard equipment and products are required (for example, gas for cooking or chlorine for pools). A list of these products that are common to the majority of accommodation establishments would highlight where potential bargaining power exists, should establishments be able to overcome their current levels of fragmentation.

Another important, unintended finding that emerged from Figures 5.15 and 5.16 was an insight into what establishments were not paying for. While most establishments (89.2% shown in Figure 5.15) pay for TV licences, only 49% contribute pay-as-you earn (PAYE) tax, 26.8% pay for medical aid and 14.6% pay towards a provident fund. There may be various explanations for this, for example:

- PAYE may not be applicable due to low salary rates of staff, or it could be that staff are expected to handle their own taxes. This however, is doubtful, considering that a large portion of SAE staff are blue collar / low income staff;
- The lack of medical aid and provident fund contributions may mean that it is either unaffordable, that it is left to the discretion of staff or that this is simply not considered an important expense for SAE owners and managers.

The lack of contribution to the well-being of staff is of concern in terms of the long-term sustainability of SAEs and it raises concerns about inadequate labour relations. These issues would typically be highlighted during certification assessments. The question should be raised as to whether these are issues that should be addressed within a quality assurance system such as grading, which typically mainly focusses on the interests of the guest and excludes the interests and well-being of staff. The lack of appropriate actions to ensure the well-being of staff shows that the barriers to sustainable tourism implementation amongst SAEs are real. This factor points to a lack of collaboration (amongst staff and business owners), possibly a lack of awareness of sustainable tourism practices and the lack of a clear business case for sustainable tourism implementation.

Relative bargaining power of the industry

To overcome some of the challenges of fragmentation, establishments can utilise their associations to negotiate better rates on a number of standard cost items. FEDHASA and the NAA-SA, for example, already provide their members with bulk discounts on TV licences. This section therefore covered a brief assessment of the relative fragmentation of this industry – this was highlighted as a key concern by the NTSS (refer to the section 2.6.5 in the literature review).

In relation to the question of which associations an establishment belongs to (refer to Figure 5.17), a total of 157 responses was received, of which 30 (i.e. less than 20%) said they did not belong to any association. Of the remaining 127, 262 memberships were listed; in other words, on average, establishments belong to more than two associations. A total of 29 different associations were listed, but it must also be noted that “other”, “LTA’ and “Regional” represent a number of different associations in that:

- “Other” refers to associations not listed here;
- “LTA” refers to local tourism associations that are generally run by local municipalities; and
- “Regional” refers to local tourism associations that are generally run by district municipalities.

It is evident that the SAE sector as a separate “sub-industry” is highly fragmented. While some of the associations may have reciprocal memberships, this was not deemed to be a major force in defragmenting the industry. While many establishments listed “LTA” as an option, it must be kept in mind that every town has a separate LTA, each with its own local challenges. There is no single national association or body that strongly represents the sector, and therefore the sector bargaining power with suppliers is substantially compromised.

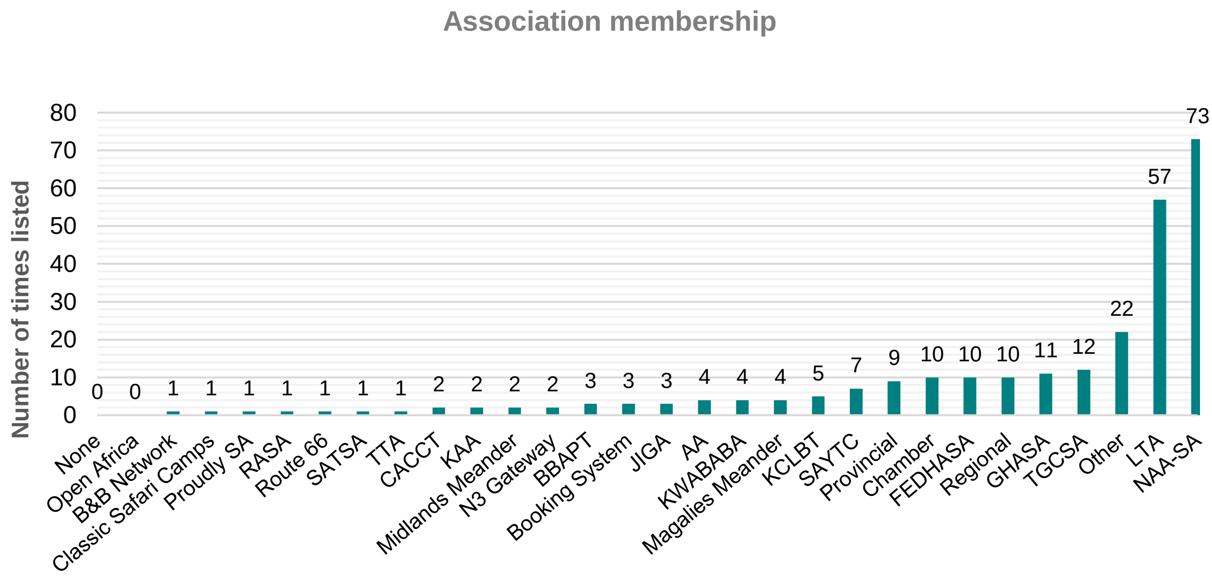


Figure 5.17: Association membership of SAEs[1]

[1] Refer to glossary of terms for explanation of acronyms.

It is evident from the above analysis that SAEs are faced with highly complex operations with many variable costs that will ultimately impact profitability. The fact that little benchmarking has been done in the South African context, makes it very difficult to understand where to focus efforts in reducing costs.

- Which costs are high?
- What percentage of operational cost do these costs represent? and
- How do we reduce these costs?

NOTE:

At this point, an interesting unintended observation needs to be noted. There was a very low percentage of establishments that listed PAYE (pay as you earn tax), provident fund and medical aid as payments that were made monthly. In the case of PAYE, this implies either that SAE owners and managers do not operate with tax compliance or that no staff are paid more than R5,000 a month, which is the approximate PAYE threshold. In the case of provident fund or medical aid, this may imply that SAE owners and managers have not yet adopted what is deemed to be fair labour practices. Although provident fund and medical aid contributions for staff is voluntary at this point, these two cost types provide immense potential to improve the level of sustainable tourism implementation within SAEs. In addition, a strong association would be able to negotiate good schemes for SAEs if they were well represented in the industry.

Specific requirements of the buyers (i.e. tourist), which gives the consumer greater choice and therefore relative bargaining power to access certain markets, are reviewed in the following section. In various interviews with accommodation establishments across South Africa between 2013 and 2014 by the STPP, feedback from accommodation establishment owners and managers was that there were very few, if any, enquiries from their guests regarding their economic, social or environmental credentials (C. C. Ungersbock [STPP Director], personal communication, November 6, 2014). Three establishment owners involved in STPP projects in the Franschhoek and Sandton regions indicated that domestic tourists are not interested in sustainability criteria, while international tourists are increasingly interested (C. Ungersbock [STPP Director], personal communication, May 6, 2015; L. Vance [Founder Evolve Today], personal communication, August 19, 2015). From the broad industry survey, it was evident that accommodation establishments that show a greater level of alignment in offering to tourist demands will have a higher likelihood of success, provided that they are able to access the relevant markets that demand their products and services. Due to the nature and complexity of such a detailed analysis, specific questions that address the bargaining power of buyers have not been included in the questionnaire. Instead, certain observations were made from other parts of this study, which refer to various aspects of buyer power. As an example, it has been observed in the literature review that should establishments wish to tender for government business, they should be both graded and have BBBEE certificates. Table 5.8 shows that businesses that were not BBBEE certified and that are not currently graded, still targeted government and corporate business clients. However, more businesses that were BBBEE certified were targeting government and corporate businesses. This could be as a result of government and private businesses becoming more stringent in their application of such criteria; in other words, buyers have more bargaining power. A detailed analysis in this aspect of businesses should be undertaken to fully understand other impacts that had been mentioned in various sections of this broad industry survey, such as the impact of crime on the buyer's decision to travel, the impact of certification and responsible tourism implementation, amongst others. The current sample was too small to draw reasonable conclusions. Other factors such as the low level of certification would be an indication that this is not yet something that is demanded by tourists.[1]

Table 5.8: Observations regarding bargaining power of buyers

Business dimension	Observation		
My business is not BBBEE certified	Total 76		
	–	% whose main market is private business	17.1%
	–	% whose main market is government business	6.5%
My business is BBBEE certified	Total 50		
	–	% whose main market is private business	34.0%
	–	% whose main market is government business	22.0%
Businesses who listed government business as one of their main markets	Total 17		
	–	Who is not currently graded	52,9%
	–	Who is currently graded	47.1%
Businesses who listed private business as one of their main markets	Total 35		
	–	Who is not currently graded	45.7%
	–	Who is currently graded	54.2%

The intensity of industry rivalry, as described in the literature review, includes factors that determine the relative levels of competition. This covers factors such as the growth rate of the industry, differentiation in products (i.e. accommodation establishments) and diversity of competitors. While the growth rate of the industry was not covered in the broad industry survey, the impact of the economic downturn has already been discussed. In a market where supply exceeds demand (as evidenced by occupancy rates) and the large number of smaller independent establishments contending for the same market, it is important to understand which factors will make an establishment more competitive and what competitors are doing to "disrupt" the market.

To determine occupancy, establishments were requested to provide their occupancy over the past 12 months. The results (refer to Figure 5.18) show average occupancy rates of 44% which were in line with the findings of other studies referred to in the literature review, for example Stats SA (2015a), which

[1] During 2016, the National Treasury of South Africa implemented the Central Data Base Registration System (CDS). The purpose of the system is to better govern transactions from public sector entities to private sector entities. The CDS performs an automated verification of banking detail, tax compliance, BBBEE compliance and business registration compliance. It had come to light during various conferences and tourism events that the author attended in 2016, that the stringent criteria that had been applied by the CDS have resulted in many SMMEs losing government business. In the past, slight non-compliance could have been manually overridden by local municipalities. While this observation is based on anecdotal evidence, it is critical that the impact of this system has on SMMEs be further investigated, and that SMMEs are made aware of the importance of compliance.

estimated occupancies for guest houses and guest farms in 2013 to be 44.5%. Secondary data provided by the STPP showed that the average occupancy for ten establishments was 49%.

Assuming that the occupancy for SAEs is in the vicinity of 45%, it can be inferred that spare capacity should be available to book for most of the year at least. This factor implies that establishments need to be more competitive to gain market share, as the availability of spare capacity provides greater choice to the guest. A specific analysis should be undertaken to determine actual occupancy during peak demand periods, for example over weekends, during holidays or during annual events. This would provide a much clearer indication of when and where spare capacity exists. However, if it is assumed that tourists have already decided to travel to a specific destination within South Africa, they would have a relatively high level of choice available for accommodation and would therefore likely increase the competitiveness amongst establishments if there was capacity available wherever enquiries were made.

In the literature review, some estimates show that there are close to 63,000 hotels and accommodation establishments in South Africa (BMI, 2012). Considering that the industry expert indications are that there could be between 20,000 and 40,000 establishments with less than 20 rooms, the 63,000 is probably a reasonable assessment of the whole market size. This therefore represents a wide choice available to tourists. In addition, the effect of seasonality or mid-week fluctuation was mentioned by participants as it negatively impacted the performance of the business. Even though the South African tourism industry has grown at a rate of approximately three times that of the rest of the world, the impact of the recession (discussed in the literature review) has meant that domestic tourism has decreased, as many businesses' source markets are domestic (BMI, 2015). It would appear from the broad industry survey that respondents experienced this as a negative impact on their businesses. It is therefore evident that excess capacity exists as occupancy rates are not adequate. Specific concerns raised by participants, grouping similar concerns, included, for example:

- Too much competition;
- Too much capacity in the industry;
- Too many new entrants into the market;
- Fragmentation of information available;

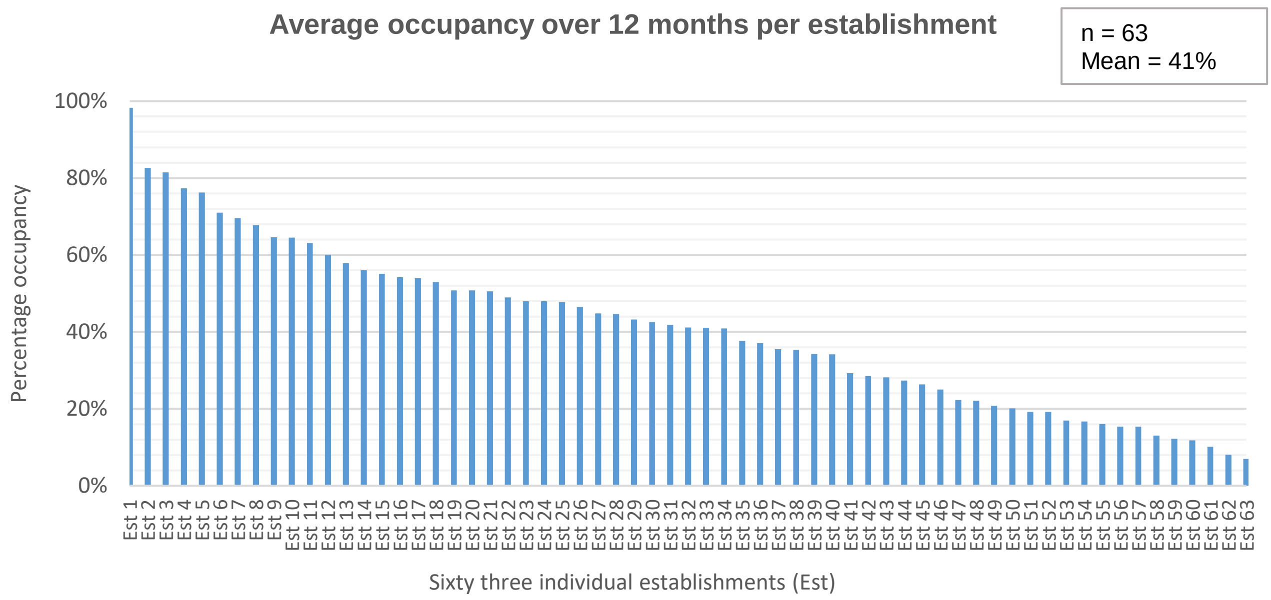


Figure 5.18: Average industry occupancy levels from this research & STPP research

Further, a negative impact on business that was mentioned by several participants was quality assurance (grading). It appears that there was a perception amongst respondents that ungraded establishments were less likely to provide quality of service. Concerns were raised about establishments that operate "illegally ", for example, an anonymous establishment owner said that

> ungraded guest houses offer poor service and always ask less. [They] do not pay levies and grading fees and do the industry bad as they ask low rates for the rooms and guests always say that they can get a room for much less but they do not ask if that establishment is star graded.

These sentiments were shared by a number of other participants. In other words, ungraded establishments are deemed to add an unfair dimension of competition.

As outlined in the literature review, governments worldwide are responding to demands from tourists to implement certain grading standards. In South Africa tourism grading, which is an output from the National Department of Tourism's Tourism Grading Council of South Africa (TGCSA), is the main form of quality assurance, while the Automobile Association (AA), which is a privately-owned entity, also provides a quality assurance function for accommodation establishments. Figure 5.19 shows current TGCSA grading status of 167 respondents. Of these:

- 26% of establishments have never been graded;
- 48% are currently graded 1, 2, 3, 4 or 5 star (3 and 4 star have the highest frequency i.e.16% and 28% respectively);
- 26% of establishments were graded previously but will not grade again.

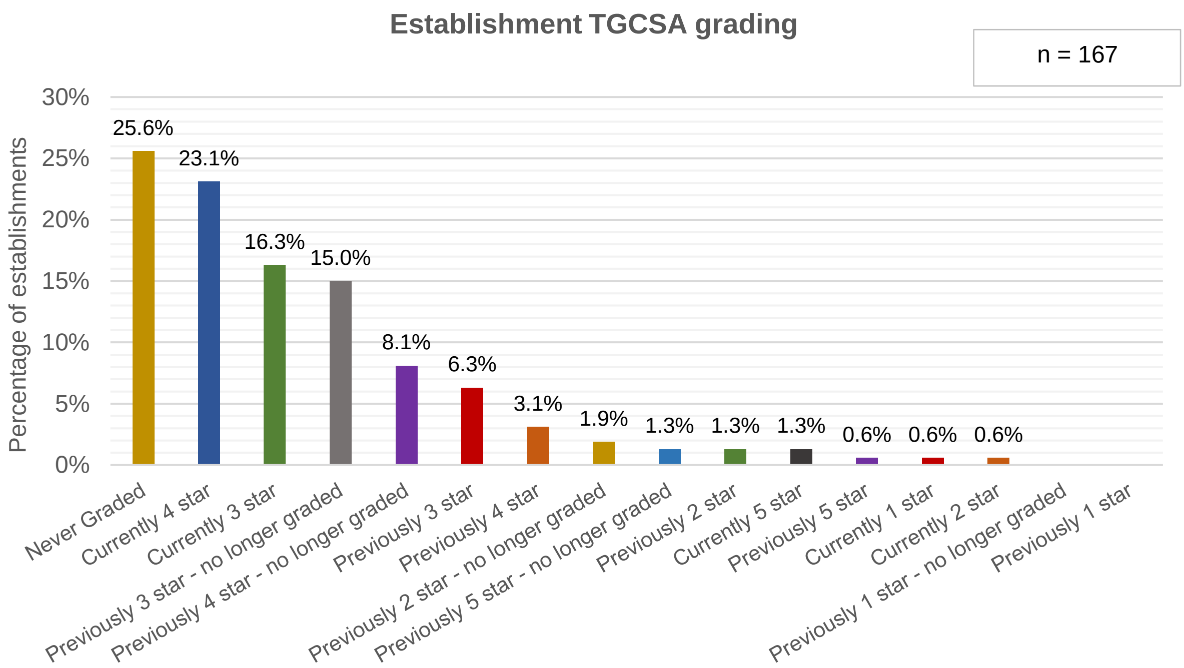


Figure 5.19: Current establishment grading status

Respondents were also asked whether they were quality assured by the AA and whether they were certified against one of the standards, for example Fair Trade Tourism, Heritage Environmental Company, Green Leaf Environmental Standard or any other relevant standard that may not have been listed (refer to Figure 5.20).

In terms of outlook, 64% of respondents indicated that they would consider grading or quality assurance in future, while the rest were not sure or would not consider any form of quality assurance. Respondents were requested to provide detailed information about their response on whether they would consider quality assurance. Seventy-seven respondents provided reasons why they would or would not grade in future, and the following responses are highlighted.

– Twenty-seven (35%) believe that some form of quality assurance is important, as it is important to 1) get government business, 2) maintain standards, and 3) secure additional market exposure (note that as per reference in the literature review, grading is a requirement to secure government business, as is BBBEE certification and currently tourism awards are increasingly requiring grading as a qualifier). Some examples include:

  "Grading gives the establishment a status. Guests / people and government work with graded establishments. It shows a sign of quality." Anonymous respondent

“I believe in quality and sustainable tourism, economy. The more tourists are aware of my guest house, the more they recommend to the rest of the world.” Anonymous respondent

“The TGCSA and AA helps promote your establishment.” Anonymous respondent

– Thirty-seven respondents (52%) viewed grading or quality assurance as not worthwhile, the main reasons included value for money (cost vs. benefit) and the cumbersome processes. Some examples include:

“The grading systems are very expensive. Word of mouth remains the best way to promote your business. Service levels must be up to the establishment’s discretion.” Anonymous respondent

“Requirements: 24/7 availability 24 hours per day – not possible for a small establishment. Required room sizes – not feasible.” Anonymous respondent

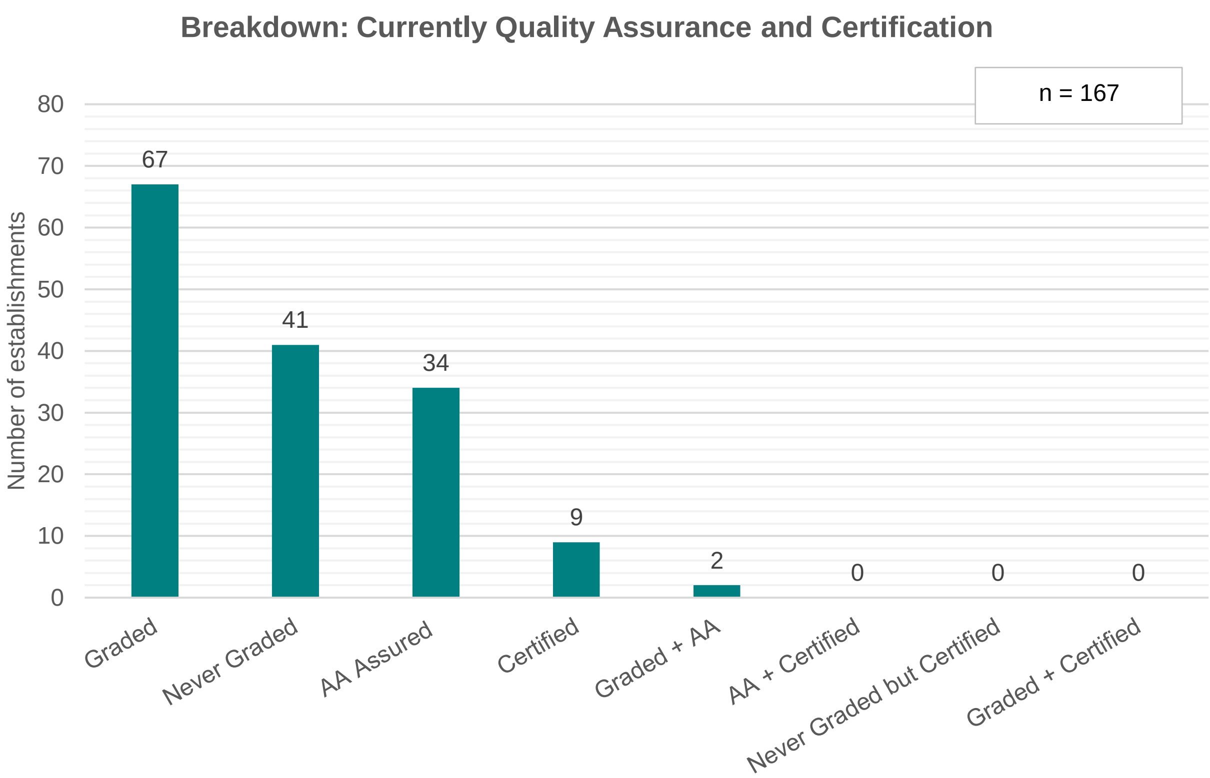


Figure 5.20: Current quality assurance and certification

In essence, the establishments that have graded believed they had a competitive advantage over non-graded establishments while non-graded establishments either believed that the grading was too costly or that grading lent little flexibility to their needs. What is not evident is whether the establishments that believed the cost of grading was not justifiable, would grade if it were free or provided at a substantially reduced cost and whether greater flexibility in the application of standards would sway their views. The belief from respondents that quality standards are an important factor in industry competitiveness provides insights that grading / quality assurance can be viewed as an important differentiator. Concerns raised did not give any indication that the grading system in itself was not working, but rather that cost and flexibility of the system were not appropriate.

Drawing from the above analysis using Porter's Five Forces model as a lens (or a guide), the current sustainability or long-term survival prospects of SAEs, following the broad industry survey, can be described as outlined in Table 5.9.

Table 5.9: Description of the sustainability of SAEs in South Africa

Porter's Force	Summary of Analysis
The threat of new entrants / barriers to entry	Ongoing high operational costs, start-up costs and inability to access finance make it difficult for SAEs to enter into the market and stay in business. Government's inability to deliver reliable and quality services and infrastructure in many areas across the country, as well as issues of crime, were mentioned as barriers to ongoing business success. Market factors such as seasonality, poor communication infrastructure and fragmentation of marketing were mentioned as factors that have a negative impact on businesses. However, isolated cases where business owners believed market conditions were favourable and that government support was good, give an indication that these barriers are possible to overcome.
The threat of substitutes	A view of why a tourist would or would not travel could not be assessed in this section. However, once a tourist has made the decision to travel to a destination in South Africa, establishments need to overcome issues such as fragmented marketing and crime to ensure that they receive business. Low occupancy rates indicate that substitutes are available and establishments will need to position themselves strongly within the tourism value chain to maintain greater market share.
The bargaining power of suppliers	Due to the complexity in the operations of an accomodation establishments, suppliers may provide a variety of different products and services. It is evident that SAEs were faced with many variable costs that would ultimately impact profitability. The fact that little benchmarking has been done in the South African context, makes it very difficult to understand where to focus efforts in reducing costs. Due to fragmentation in the market, with many different associations representing the market, the establishments themselves have very limited bargaining power and supplier bargaining power is therefore high.
The bargaining power of buyers	Higher levels of compliance to BBBEE certification and grading could be an indication that the requirements of guests are being taken seriously by accommodation establishments. Guest demands for more sustainable behaviour from the establishments they support has not yet filtered through to a level of actual adoption of sustainable toursim practices as outlined in the next section.
The intensity of rivalry amongst competitors	Due to the fragmentation in the market as well as over supply of rooms, there is rivalry amongst SAEs contending for the same market. The belief from respondents that quality standards are an important factor in industry competitiveness provides insights that grading / quality assurance can be viewed as an important differentiator.

5.3 Conclusions of broad industry survey

It is clear from the level of awareness of responsible and sustainable tourism principles amongst establishment owners, as well as the number practices adopted, that sustainable tourism has not yet been mainstreamed amongst SAEs. The efforts made over the past 20 years by government and private sector have had little impact. The long-term sustainability of the SAE sector is threatened by a number of key issues.

From the insights gained in the broad industry survey, it is clear that SAE owners and managers mostly equate sustainable / responsible tourism to quality and service standards and some of the triple bottom line factors. The UNEP and UNWTO definition of sustainable tourism, including the 12 principles of sustainable tourism, is therefore more appropriate for this market than the responsible tourism definition adopted by SANS 1162:2011. The lack of data in the sector as a whole, as well as the lack of a simple definition and categorisation of establishments, make the development of benchmarks of comparable performance onerous. It also presents a further form of fragmentation of the market, as establishment owners develop their own definitions to describe their facilities. Additional insights into the barriers that have been identified in the literature review and industry expert questionnaires are summarised under the main headings below.

- **Lack of policies to support the implementation of sustainable tourism implementation**. The broad industry survey showed that that there were still key policy gaps in the support of issues such as infrastructure implementation, crime management, signage and the lack of support for waste management by local municipalities. While it is not clear whether the policies do exist, or whether policies are simply not properly implemented, these factors not only posed real threats to the long-term sustainability of individual businesses, but also to that of the smaller accommodation sector.

- **Lack of collaboration** amongst stakeholders was evident in several industry associations. This presents major fragmentation in the market, and prevents measurable collaboration amongst SAEs and other stakeholders. In addition, factors such as rising costs, poor access to finance and the high cost of marketing made it clear that SAEs were not well supported through collaboration with a variety of stakeholders, including government and private sector business. Opportunities do exist for mass scale collaboration as most establishments are already placed on a tourism route.

- **Lack of triple bottom line focus**: The lack of general awareness of sustainable and responsible tourism that was evident in the broad industry survey does not necessarily present a lack of triple bottom line focus. Few establishments could convincingly show their understanding of sustainable and responsible tourism. However, many establishments have already started implementing a variety of actions that fall within the scope of environmental best practices (for example energy saving), social best practice (for example BBBEE certifications) and economic best practice (for example local employment). Establishment owners need to be made aware that their current good practice achieves the criteria of, for example, the responsible tourism standards. This may present opportunities to create greater awareness of the principles while encouraging good behaviour.

- **Lack of capacity**: In this instance, the capacity for SAE owners and managers to implement sustainable and responsible tourism practices is relatively low due to high costs as well as inability to access finance. However, it must be noted that the same SAE owners and managers have implemented star grading or AA quality assurance. They do can implement a relatively onerous system that aids them in making their businesses more sustainable. It is also evident that this is a system that many establishment owners have implemented in the past but have subsequently stopped because of not seeing return on investment. The question that needs to be raised is whether it would be possible to re-establish interest and adoption of grading more easily than it would be to convince SAE owners and managers to adopt certification.

- **Lack of business case:** Before a business case for change can take effect, there need to be high levels of awareness (as outlined in the seven steps to change management in the literature review). The levels of awareness of sustainable tourism (or responsible tourism) were relatively low, but the levels of awareness of quality and service seem to be relatively high. Many businesses have at least started with implementing measures such as energy saving, which were mainly done for economic reasons, but most businesses have also opted to get graded or quality assured.

- **Lack of change readiness:** Respondents placed strong emphasis on quality and service as a measure of sustainability and hardly any emphasis on certification. It needs to be considered that in terms of change readiness for implementation, the grading and quality assurance organisations have already made inroads.

- **Lack of data and information:** The fact that none of the establishments that participated (except for one establishment) was either able or willing to share basic consumption data with the researcher, confirms that this presents a major barrier. With greater awareness, the understanding of the importance of data will increase, but it is clear that the barrier is not only as a result of, for example, industry professionals willing to share, but also due to establishment owners and managers not actually having information available.

As outlined above, many establishment owners / managers are already implementing actions that fall within the scope of responsible tourism practices. However, the literature review illustrated the complexity of SAE operations regarding the potential number of appliances and electronics in each operational area, while this chapter illustrated the complexity through referencing additional numbers and types of services other than rooms. It is critical for SAEs to start gaining a better understanding of the cost drivers within their establishments to help them manage their costs collectively.

Frameworks, tools, toolkits and approaches (collectively called mechanisms) to help overcome the barriers to sustainable and responsible tourism have not been dealt with in this chapter. However, it must be noted that in the literature review, certification was listed as a possible mechanism. This chapter highlighted that grading and quality assurance may also need to be included in the list of possible mechanisms, as many SAEs are familiar with such systems and have adopted these. Grading and quality assurance have the potential to help overcome many barriers: in the first instance, it has already brought a degree of change readiness to this sector as illustrated by the high adoption rates. In addition, establishment owners see the benefits in the system, but are put off by the actual costs – the business case for grading has been established, albeit in some instances why not to grade. The TGCSA star grading system has already provided a bridge between government and the private sector, as the TGCSA is a government owned entity. The organisations have built networks of assessors throughout South Africa, who have conceivably built relationships with many SAEs. In addition, the TGCSA and the AA quality assurance organisations should already have a large database of establishments with basic data to build from, albeit not consumption data. To build on the summary provided in the literature review, the table contextualising barriers and possible solutions appears below with the addition of grading and quality assurance.

Table 5.10: Frameworks / mechanisms to overcome the barriers to sustainable tourism implementation

List of frameworks that could be used as mechanisms to implement sustainable tourism practices amongst SAEs	Lack of policies	Lack of collaboration	Lack of awareness	Lack of triple bottom line	Lack of capacity	Lack of business case	Lack of data & information
1. UNESCO World Heritage Online Sustainable Tourism Toolkit		X	X	X	X		
2. Incentives and change processes	X		X			X	X
3. Creative outposts		X	X	X	X		
4. Inclusive business in tourism		X	X	X	X		X
5. Route development	X	X	X	X	X	X	
6. Sustainable tourism certification / SANS 1162:2011			X	X		X	
7. ILO SCORE programme		X	X	X	X		X
8. Policy formulation and policy guides	X	X					
9. WTO Indicators for Sustainable Destination		X	X	X	X	X	X
10. Grading and quality assurance		X	X		X	X	X

5.4 Summary of the broad industry survey

The findings of this chapter are contextualised against the findings from the literature review and the industry expert questionnaire. The broad industry survey provided an opportunity to gain new insights into the barriers to sustainable tourism implementation and how to overcome them, based on the perspective of SAE owners and managers and compared these with the insights gained during the industry expert interviews and literature review. The findings from this chapter support all previous findings, including all barriers identified. It also re-affirmed the need for an appropriate framework to drive the implementation of sustainable practices. A key addition from this chapter is the possibility of utilising grading as a mechanism to overcome the barriers to sustainable tourism implementation.

The next part of the research will build on the literature review, the industry expert questionnaires and the broad industry survey to determine the degree to which findings to data are supported by individual SAE owners and managers. This was achieved through the utilisation of focus groups and individual interviews with SAE owners and managers from areas in and around Gauteng.

Chapter 6. Focus groups and interview – analysis and findings

“Every good movement passes through five stages: indifference, ridicule, abuse, repression and respect.” Mahatma Gandhi

6.1 Introduction

The purpose of this chapter is to assess the degree to which implementation of sustainable and responsible tourism practices is aligned to the findings of the three preceding sections of this research, i.e. the literature review, the industry expert questionnaire and the broad industry survey. Only establishments in and around Gauteng participated in this phase of data collection due to limited travel time and resources.

The approach of using focus groups was selected as it provides an effective method of gaining knowledge on a specific topic – in this case the barriers to the implementation of sustainable tourism practices amongst SAEs. As stated in Chapter 3, which deals with research design, focus groups can only be successful if certain assumptions are made when preparing and conducting them. These assumptions include that (a) people are valuable sources of information; (b) people are capable of conversing and articulating their thoughts, feelings, and behaviours; (c) the moderator can help people retrieve information; (d) the dynamics of the group can help generate valid and reliable data; and (e) group interviewing can be more effective than individual interviewing in particular research circumstances. Focus groups are therefore used to draw insights and conclusions on a number of questions and differ from individual interviews, in that the presence of the group is intended to stimulate the formulation of new ideas and the creation of new perspectives when participants build on each other’s viewpoints (Marrelli, 2008). However, as indicated in Chapter 3, which deals with research design, it was found only after commencing the process of setting up focus groups, that many SAE owners and managers were not comfortable participating. The researcher therefore conducted a combination of focus groups and personal interviews instead of focus groups only. In addition, the format of focus groups had to be adapted in order to cater for requirements from individual businesses and associations. A total of 48 respondents participated in four focus and four individual interviews. Most of the establishments that participated in this part of the research were able to provide basic consumption data. This confirms that the availability of data in the sector remains a challenge. The areas where the focus groups and individual interviews were conducted is shown on the map in Figure 6.1.

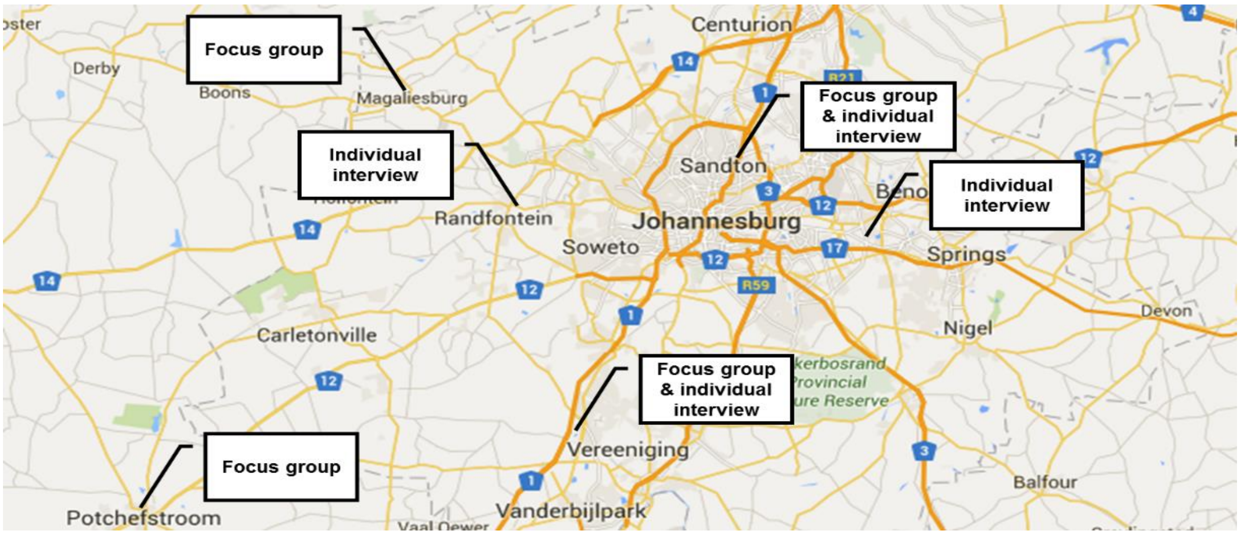


Figure 6.1: Map of focus groups and individual interviews in and around Gauteng

Table 6.1: Focus group participants

Area	Urban / rural	Number of participants	Number of rooms	Type of establishment	Graded
Vereeniging	Urban	10			
Respondent 1			7	B & B	3 Star
Respondent 2			5	B & B	3 Star
Respondent 3			23	Conference with accommodation	None
Respondent 4			52	Hotel	4 Star
Respondent 5			8	B & B	None
Respondent 6			6	B & B	None
Respondent 7			8	B & B	None
Respondent 8			12	B & B	None
Respondent 9			9	B & B	None
Respondent 10			N/a	Association	None
Rivonia	Urban	15			
Respondent 1			3	Guest house	5 Star
Respondent 2			4	Guest house	4 Star
Respondent 3			3	Guest house	4 Star
Respondent 4			8	Guest house	5 Star
Respondent 5			5	Guest house	4 Star
Respondent 6			5	Guest house	4 Star
Respondent 7			4	Guest house	5 Star
Respondent 8			6	Guest house	4 Star
Respondent 9			5	Guest house	5 Star
Respondent 10			8	Guest house	4 Star
Respondent 11			4	Guest house	4 Star
Respondent 12			5	Guest house	4 Star
Respondent 13			17	Guest house	4 Star
Respondent 14			11	Guest house	5 Star
Respondent 15			5	Guest house	4 Star
Potchefstroom	Rural	11			
Respondent 1			3	Guest house	None
Respondent 2			6 (5 cottages)	Guest house	3 Star
Respondent 3			7	Self-Catering	None
Respondent 4			10	Self-Catering	None
Respondent 5			6	Guest house	None
Respondent 6			10	Guest house	None
Respondent 7			11	Guest house	None
Respondent 8			4	Guest house	None
Respondent 9			2	B & B	None
Respondent 10			Unknown	Guest house	None
Respondent 11			Unknown	Guest house	None

Area	Urban / rural	Number of participants	Number of rooms	Type of establishment	Graded
Magaliesburg	Rural	10			
Respondent 1			10	Retreat	None
Respondent 2			15	Guest house	None
Respondent 3			5	Guest house	None
Respondent 4			3	Self-catering	None
Respondent 5			6	Guest house	4 Star
Respondent 6			3 cottages	Self-catering	None
Respondent 7			7	7	3 Star
Respondent 8			8	Self-catering	None
Respondent 9			10	Lodge	None
Respondent 10			14	Guest house	4 Star
Ekurhuleni	Urban	1	5	B & B	2 Star
Rivonia	Urban	1	3	B & B	None
Vereeniging	Rural	1	12	Guest house	4 Star
Randfontein	Rural	1	32	Guest house	None
TOTAL NUMBER		48			

6.2 Findings per group and summary of individual responses

The responses and findings for each of the focus groups and individual interviews are presented in the following paragraphs and summarised in section 6.3, followed by a comparison with findings from the broad industry survey presented in Chapter 5.

6.2.1 Vereeniging

The focus group in Vereeniging was attended by ten establishment owners/managers. As shown on the map in Figure 6.1, Vereeniging is located approximately 70 km to the south east of Johannesburg. Vereeniging mainly exists around heavy manufacturing plants and mining. However, it is also close to the Vaal River, which is frequented by weekend and holiday visitors and tourists. The feedback of the Vereeniging group is presented as follows.

a) What is responsible and sustainable tourism?

Participants within the group initially showed little or no understanding of responsible and sustainable tourism. One participant related the concept to grading and good service. Another participant viewed responsible tourism as something to do with government and business working together to create jobs and to ensure that tourism products operate legally and implement quality. The group suggested and discussed the notion that it is government's role to ensure that businesses are not forgotten and that they get clients. It was interesting to note that there was a strong feeling within the group that government is not meeting its obligation to support small businesses and that government needs to "give" more. While this sentiment reflects findings of the industry expert interviews that government could do more to support SAEs, the nature of the support expected differs in this instance. The focus group participants felt that as small, mainly black owned businesses, they struggling to survive and are therefore entitled to receive more investment and incentives from government. One business owner pertinently stated that she wants to expand her business and government needs to provide her with funding to do so. Industry experts, however, believed that government policies need to be updated to better support SAEs. It is therefore clear that greater awareness amongst these SAEs are required on the role of government as an enabler, and not as a provider. The facilitator therefore briefly explained what responsible and sustainable tourism is, as it is outlined in SANS 1162:2011. A brief overview of the principles of sustainable tourism and an introduction to each of the pillars of sustainable tourism were provided.

b) Why is sustainable and responsible tourism relevant to your business?

This question did not elicit a response and the researcher prompted participants to explain their understanding of the words “sustainable” and “responsible”. The first discussion that emerged was the importance of good market access to remain viable businesses. One participant then raised the point that due to their situation near the airport, guest houses and tourism businesses in Ekurhuleni always received the best business, and with Vereeniging being located in the south of Gauteng, they felt left out. Sustainability was then discussed in the context of surviving as a business and receiving enough guests. The group asserted that in order to maintain good occupancy, they often need to drop their prices. It was agreed amongst the group, that they could do more as a group to work together to get more clients. They agreed that they should work on better marketing and that they should refer business to each other when they are booked to capacity. Market access as a critical component of survival and ultimately sustainability was therefore highlighted and is aligned with the definition of sustainable tourism that was adopted by this research. It is also aligned with findings from the broad industry survey, where market access was highlighted as an important sustainability component in the Porter’s Five Forces analysis.

The researcher then elaborated on the concepts of responsible and sustainable tourism and discussed examples of what people could typically do to become more sustainable. Some of the simplest examples were listed, for example:

- Saving electricity
- Saving water
- Separating waste
- Using greener cleaning products
- Measuring everything, we do and ensuring that we improve
- Ensuring staff are paid appropriately and have contracts
- Ensuring staff are trained
- Buying goods and services from local producers / suppliers
- Looking after our environment and cleaning up

- Making sure we provide quality, clean and safe accommodation
- Grading our establishments

c) What measures have you implemented that are aligned with responsible and sustainable tourism practices?

The examples mentioned were met with enthusiasm, and opened up the discussion amongst the participants, However, in the context of the above examples, very little has been done collectively by the establishments. They have all done some form of electricity saving and water saving, and two establishments indicated that they have installed rainwater harvesting tanks. None of the establishments accurately measured water or electricity consumption, and they all relied on readings from the municipality. They indicated that they did not know how to read the meters or what the meter readings really mean, so they tend simply to pay the bills. This finding aligns to the issue of non-response to the later questions in the broad industry survey. There is clearly much work that still needs to be done to educate establishment owners on the need for data collection and for measurement of performance as an indicator of sustainability. One participant indicated that she had started vegetable farming in her garden to support her own business, but that she still needed to buy vegetables in. She said that she had space available for larger food gardens, and it was agreed that this provided an opportunity to appoint a person to expand her existing efforts and for the other establishments to start supporting her. In general, participants indicated that they provided high-quality accommodation and have tried to look after their guests' needs. In other words, they have already implemented the service and quality aspects which are required for sustainable tourism in line with the definition of sustainable tourism adopted by this research.

d) Name maximum five things preventing you from running your business effectively and what are some of the solutions

Some of the major issues mentioned here were the disjointed approach to tourism by local government in planning and marketing the area. The group indicated that there was no single strong local association that acts as a voice for the industry, that there was not enough transformation in the industry, that waste and pollution were an ongoing issue and that it was very expensive to run an accommodation establishment, especially when it comes to water and electricity costs.

Participants mentioned that they often support local traders that sell goods such as vegetables, but that these businesses are not recognised by the local council, and are often removed from areas (for example pavements) where they are deemed to be operating illegally. The group indicated that they had supported local businesses for long periods, but because government does not understand tourism and small business, they have been forced to go back to the large retail stores. They feel that there are many opportunities to create jobs if the local traders could be formalised and if they could be brought into the tourism supply chain, not only servicing the businesses, but also servicing the tourists.

Participants further raised a concern that there is a constant issue with waste / pollution in the Vereeniging area: 1) there is not a proper waste management system implemented by the local council, and 2) people are generally not educated about putting their waste in bins, the result being that the streets are often filthy and unattractive. In addition, the area has been subject to spills from factories, which were not well managed, causing water pollution and other issues which may put off tourists and visitors. Participants indicated that the cost of doing business was an issue, especially paying rates, taxes, water and electricity. They believed that they had a right to do business without these high costs. The issues identified by this group therefore confirms that they were aware of certain issues that could affect their long-term sustainability, but they have not yet made the connection with the concepts of sustainable tourism. This confirms that lack of awareness is a barrier to sustainable tourism implementation amongst SAEs.

e) Name maximum five aspects of the tourism industry that are good for your business, and from which you could learn

The following were mentioned within the group as being positive elements in their businesses:

- The assistance of programmes such as the Tourism Enterprise Partnership (which supports business development and marketing initiatives by providing 50% of funds and training to members) had been beneficial in the past;
- The fact that there is a considerable amount of industry in the area and SAEs therefore received much needed business customers for longer term bookings as well as repeat business;
- There are many opportunities in the area for tourism product development, which will have a positive impact on all existing businesses as well.

The group therefore highlighted that the provision of incentives, good market access and collaboration amongst tourism stakeholders are key mechanisms to help overcome barriers to running sustainable businesses.

6.2.2 Rivonia

The Rivonia focus group had 15 respondents. As shown on the map in Figure 6.1, Rivonia (part of Sandton) is located north of Johannesburg. The area is an upmarket residential area with many guest houses. The guesthouses mainly service the central business district of Sandton.

a) What is responsible and sustainable tourism?

Respondents showed a relatively deep understanding of sustainable tourism principles, and related their understanding to the three pillars of sustainability, i.e. environmental, social and economic factors. There was considerable discussion around how these factors practically apply to businesses. They believed, however, that the fact that they are situated in the city makes it difficult to implement measures such as local community engagement, conservation and local purchasing. However, after detailed discussion, it was agreed that for each type of sustainable business practice, there was an urban solution to be found. It was agreed that collaboration amongst stakeholders, including the local competitor groups, is important as this reduces the cost of market access. All the establishments were star graded (either 4 or 5 star). It was agreed that in order to become a member of the association, they had to be graded, as they believed that good quality and good service are both critical to ensure high occupancy and return business. This was especially important in instances where one establishment was fully booked and needed to make a recommendation to another establishment, as the same high standards would mean the guest would return to the area, if not to the specific establishment. Through collaboration, the group had been able to maintain relatively high occupancy rates – although data was not provided to support this statement.

While the respondents were aware of sustainable tourism principles, they showed limited understanding of how to translate this into practical implementation. Market access, quality and service were cited as important components of sustainable tourism, and collaboration was highlighted as a means to overcome certain challenges with creating sustainable businesses.

b) Why is sustainable and responsible tourism relevant to your business?

There was a relatively good understanding within the group that business sustainability means that you need to be able to make a profit while you ensure that communities around you benefit from tourism. In the context of community, participants focussed discussion on the notion that if poverty could be eradicated, crime levels would reduce and tourists would feel safer. However, while this point was discussed and agreed upon, little evidence could be provided that the group was proactively supporting community through, for example, local sourcing practices, or focus on local employment. Incongruent individual efforts were mainly through charitable causes.

When the group was prompted to discuss the "environmental" aspects, one participant mentioned that aspects such as conservation did not have a real bearing on their urban-based businesses. However, after much discussion, it was agreed that conservation was critically important for business for the following reasons:

- One establishment, while urban-based, is frequented regularly by birders and the establishment is a member of Bird Life;
- The visitors that come as business travellers often travel to areas such as Pilanesberg and Kruger National Park when business is concluded, and they bring their families on return visits;
- Conservation is not only relevant for remote rural areas, but also for the doorsteps of every urban home and business. Conservation has an application within parks, gardens and streets and is dependent on aspects such as proper waste management, carbon footprint reduction, eradicating alien invasive plants and planting indigenous gardens.

As highlighted above, the translation of awareness into practical action remained a challenge amongst SAEs. In addition, there was a lack of awareness that existing practices constitute sustainable business practices.

c) What measures have you implemented that are aligned with responsible and sustainable tourism practices?

While the group demonstrated good insight, there was a lack of explanation or elaboration on how they contributed to community engagement and crime reduction. At that stage, none of the establishments had taken meaningful action, individually or collaboratively, to engage communities and help reduce crime.

All the establishments were acutely aware of the cost of electricity and had made some attempts to reduce consumption. They generally did not take their own meter readings, except for two establishment owners that kept detailed records on a monthly basis. This was, however, not related to an occupancy level. Most of the establishments have implemented energy efficient lighting, although not all have implemented this throughout their establishments.

One establishment owner indicated that she was aware of a number of things that she could do, such as replacing geysers and lights, but that she was also aware of many problems with these installations, and that she was very "worried about taking the risks". She re-affirmed that accommodation owners simply cannot run their establishments if solar geysers "do not provide enough hot water or if heat pumps make too much noise". While this statement was based on "hear-say", the particular establishment owner echoed concerns, whether founded or unfounded, from other establishment owners. The discussion then continued around concerns that there was a huge amount of information available, and that some establishments received "daily advertisements" for greener products, but that they simply did not know "who to trust and who to believe". They were concerned, for example, about whether claims made of "immediate reductions of 30% on your electricity bill" were valid, and they did not know which types of equipment to install, who to trust with the installation and where to source solutions from. In terms of grading, all establishments were graded four or five star, which was a requirement of their association and all establishments referred guests to each other if they had overflows. All establishments had trained their staff on customer service, and some staff had been trained on greening principles. A number of the establishments indicated that they had BBBEE certificates in order to tender for government business, but one establishment owner indicated that he had found the process onerous. Brown tourism signage boards[1] were generally not an issue for this group. Once again, the above discussion shows that the translation of awareness into practical action remains a challenge amongst SAEs and that there is a lack of awareness that existing practices

[1] Brown tourism signs refer to the brown directional road signage that shows directions to an accommodation establishment, tourism attraction or places of interest in South Africa.

constitute sustainable business practices. Quality assurance, good service and compliance were cited as good business practice.

d) Name maximum five things preventing you from running your business effectively and what are some of the solutions

The key concerns raised by this group were the cost of electricity, the costs and finance options available to go off-grid and the high volume of information available on alternative / greener technologies, which confused people rather than assisted them. Other concerns raised included the difficulty in obtaining BBBEE certification. The researcher asked why obtaining a BBBEE certificate was important, and while the particular participant did not believe it was crucial, others indicated that in order to tender for corporate and government business, they were asked to present valid BBBEE and tax clearance certificates. In other words, there was further recognition that high business costs and high compliance requirements are challenges faced by businesses. The business case for change should therefore be starting to formulate itself amongst establishment owners. However, this has not yet explicitly been stated.

e) Name maximum five aspects of the tourism industry that are good for your business, and from which you could learn

Participants mentioned that favourable factors for their businesses included:

- Strong local association that supported each other and cross-referred bookings;
- Establishments are all graded and therefore uphold the quality standards in the area;
- Good access to business tourism markets due to location;
- Return customers were highlighted in a positive light.

This once again confirms that sustainable tourism is a holistic concept, in line with the UNEP and UNWTO (2005) definition of sustainable tourism, and includes aspects of quality assurance and market access.

6.2.3 Potchefstroom

As shown on the map in Figure 6.1, Potchefstroom is located approximately 130 km to the south west of Johannesburg. Potchefstroom is the business hub of the N12 Route as well as home to the North West University. The town hosts a number of cultural festivals during the year and attracts business and academic tourists throughout the year. Eleven business owners/managers participated in this focus group.

a) What is responsible and sustainable tourism?

Participants generally lacked a deep understanding of the principles of responsible and sustainable tourism; in other words "lack of awareness" immediately presented itself as a barrier. Many respondents reiterated the environmental aspects, making the link between conservation and tourism. In addition, "greening" and sustainability were used interchangeably amongst participants.

However, a key sustainable tourism aspect identified by the group was the need for collaboration amongst stakeholders from both the private and the public sector. The group recognised that marketing their town and region was important for the future growth of the local industry. They recognised that collective marketing efforts are better than individual marketing efforts due to not only cost reduction, but also as a means to encourage tourists to visit in the first place. Collaboration and good market access were therefore identified as important requirements to run a business well – or sustainably.

b) Why is sustainable and responsible tourism relevant to your business?

It was agreed that through the implementation of responsible and sustainable tourism practices, business costs can be reduced and the quality of products and service to the tourist can be improved. The benefits of collective (destination) marketing were discussed, and participants agreed that there was a great need to collaborate on marketing efforts to sell the town, the major local attractions and the people, and not only the individual establishments. The group acknowledged that collective marketing efforts are better than individual marketing efforts due not only to cost reduction, but also as a means to encourage tourists into their area in the first place. In other words, sustainable tourism is not possible without the tourist as a key role player, as outlined in the definition of sustainable tourism adopted by this research.

One participant raised concerns about the illegal operation of some tourism businesses, and believed that this posed a risk for local tourism businesses. Accommodation establishments need to be aware of the requirements for operating legally, for example, for tour operators and tour guides, before they refer their guests to these operators. She indicated that there were many people that "operate under the radar". Another participant confirmed that this often happened, and that although the council and private business is making every effort to ensure that businesses operate legally, there are still some "vagrants" than need to be dealt with. The risks to the industry of "illegal" operators were discussed in the context of quality and liability. The group therefore acknowledged that non-compliance could lead exposing tourists to greater risk. In referring to the UNEP and UNWTO (2005) definition of sustainable tourism, this implies a failure in looking after the needs of the visitor.

c) What measures have you implemented that are aligned with responsible and sustainable tourism practices?

In this discussion, “what has not been done” rather than “what has been done” was the focus. The issue of grading was raised and the participants were not interested in grading as that they deemed the grading system ineffective. After some discussion, it was acknowledged that grading could be beneficial for a business, as it helps a business understand all the aspects of quality that needs to be in place to service quests (or look after the needs of the visitors). The implementation thereof has been unsuccessful as a result of high costs and poor service.

Very few responsible tourism practices had been adopted within most establishments, for example, none of the establishments had started energy or water saving initiatives at any large scale. This was likely due to establishments in the focus group not yet feeling the impacts of increased costs and power cuts. It also points to a general lack of awareness of the impacts of high resource use on environment and business sustainability.

One participant (who had strong relationships with both private sector business chambers and the local municipality) mentioned that in Potchefstroom, local government has been proactively working to improve conditions for residents and tourists (for example Blue Drop1 certification for water supply and clean municipality initiatives were mentioned), but government felt that there was considerable apathy from the private sector and not enough involvement and collaboration to improve tourism in the area. The need for collaboration between public and private sector stakeholders was nevertheless highlighted as a means to work towards a more sustainable tourism industry.

d) Name maximum five things preventing you from running your business effectively and what are some of the solutions

Participants raised three key areas of concern, i.e. compliance to by-laws (including the application for brown tourism signs), labour issues and the cost of electricity.

The issue of compliance (complying to by-laws) was raised as was the feeling that there were too many requirements for a small business. Participants stated that applications for various permits and licences were onerous, in that for each application, a different department must be consulted and that the departments did not appear to understand each other’s mandates. One establishment raised concerns that applications for brown tourism signage were not followed through by local government. As a result, many businesses have erected illegal brown tourism signs. One participant suggested that allocation of brown tourism signs should be within the mandate of the TGCSA, i.e. once an establishment has been graded, the TGCSA should communicate with the relevant local tourism authorities to ensure that

[1] The Blue Drop System (BDS) is a certification system introduced by the South African government to certify municipal compliance to water regulations in terms of drinking water quality, effective and efficient management of drinking water, transparency in management of drinking water, sharing of public information on drinking water quality and facilitating close working relationships between Water Services Authorities and Water Services Providers. Source: http://www.ewisa.co.za/misc/BLUE_GREENDROPREPORT/blue_drop_certification.htm

the correct signs are erected. This highlights the TGCSA as a potential partner or system to help overcome other barriers to sustainable tourism implementation, as alluded to in the broad industry survey.

It was noted that there were still racial tensions in Potchefstroom amongst business owners and staff and that this created a barrier to sustainable business. In addition, business owners felt that labour laws were too stringent and staff were not adequately skilled or committed to work. Participants felt that Potchefstroom faces an ongoing threat of community instability, for reasons not very clear to the group. It was agreed that this was a critical issue that needs to be overcome for the tourism industry, and that it needs to be addressed at a local level with the correct stakeholders. It is key that stakeholder forums that exist also include staff and that opportunities are created to help staff understand the value of tourism to the local economy and their role in creating a more sustainable industry. It was agreed that labour contracts are legal documents that govern the relationship, but really committed staff and employers that foster a good working relationship have no real need to ever refer to the contracts. The contract does not replace the need for respect and tolerance amongst humans. In other words, the issue of employment quality, as outlined in the fourth aim of the 12 aims of sustainable tourism (UNEP & UNWTO, 2005) was alluded to here. The need for collaboration amongst stakeholders was also highlighted.

The concern was raised that while there was a strong chamber and a caring municipality, there was still a lack of connection between these two groups. One of the concerns was that local SMMEs struggle to survive, as there was not enough opportunity for the public and private sector to share their issues and find solutions. There was a great need to improve networking between the public and private sectors and formal interventions should be set up or strengthened to achieve this. Improved communication to all stakeholders in a format that works (for example SMS) via the chambers and the local tourism offices was suggested. In other words, collaboration amongst stakeholders has been highlighted as a key enabler for sustainable tourism implementation.

e) Name maximum five aspects of the tourism industry that are good for your business, and from which I could learn

One positive aspect mentioned was that the local municipality was very committed and positive and, in general, provided good infrastructure. Potchefstroom also had a strong chamber of commerce. The town is very friendly, clean and visitors feel welcome. In addition, the presence of the university ensured that there is constant flow of visitors. Crime levels are also relatively low and limited to petty crimes. The town has Blue Drop certification. This response highlighted the recognition of government’s role as an enabler of sustainable tourism, while service, quality and market access were highlighted as key requirements for a sustainable industry.

6.2.4 Magaliesburg

Magaliesburg is a small town approximately 90 km west of Johannesburg. Magaliesburg has a number of high-end guesthouses and hotels that attract both business and leisure tourists throughout the year. The focus group was attended by eight business owners/managers.

a) What is responsible and sustainable tourism?

There was a relatively low understanding of principles of sustainable and responsible tourism amongst the group. Focus was mainly given to looking after the environment and natural areas in and around Magaliesburg, with little emphasis on the other pillars. In other words, there was a lack of awareness of the triple bottom line impacts of sustainable tourism.

b) Why is sustainable and responsible tourism relevant to your business?

During this discussion, there was an emphasis on the fact that "it is the right thing to do". Many participants have already joined strong local associations and have started sharing ideas around how to move forward with issues such as cleaning rivers, water pollution and other conservation issues. It was clear however, that a definite business case for sustainable tourism implementation had not yet been formulated amongst the participants.

c) What measures have you implemented that are aligned with responsible and sustainable tourism practices?

Participants had mainly implemented aspects such as energy saving light bulbs and solar geysers. Many participants did not measure consumption and rely on Eskom / municipal bills only. Most establishments, especially those on the outskirts of town, had boreholes or rainwater storage tanks. Mainly local people were employed, as there are many people living in the area, but skills levels were not very high. Efforts to implement responsible tourism practices have mainly centred around achieving cost savings. Waste management efforts have commenced a number of times, but have not taken off sufficiently due mainly to lack of commitment from the municipality and lack of education. The lack of awareness amongst SAEs of sustainable tourism practices and the lack of data that availability has been highlighted once again during this discussion.

d) Name maximum five things preventing you from running your business effectively and what are some of the solutions

The key concerns raised were the cost of electricity, lack of access to funding, lack of incentives, lack of waste management support from the local municipality and concerns about the quality of staff coming from local areas. This comprehensive discussion, which is expanded upon below echoes many of the findings of the industry expert questionnaires and the broad industry survey.

From an electricity cost perspective, one respondent said that their establishment was charged R90 per day simply for the privilege of being connected to the Eskom grid. This means that a cost of R2,700 per month has been incurred before any business has been conducted on the premises. This establishment has lowered grid energy consumption substantially, and one of the three cottages is completely off grid. Other establishments agreed that one of their biggest concerns was the cost of electricity.

Another concern raised was that to implement alternative technologies is costly and that finance is not available from most South African banks to smaller establishment owners. Incentives to go off grid and tax breaks that are easily accessible and do not require excessive red tape were discussed. Discussion on alternative sources of finance support then followed and it was argued that banks either do not understand the needs of the smaller establishments or that if they do agree to a loan, the process of securing it is extremely onerous.

The next issue that was discussed was waste removal. While there was already an awareness within the group of the importance of waste separation and recycling, some of the participants had given up and were now burning their waste. Some efforts had been made by establishments to recycle by taking their separated waste to the relevant drop-off points in town. However, this was an onerous process, and collaboration from neighbours was difficult to obtain. Efforts to get a local person to collect waste proved too expensive. In addition, people that had collected in the past provided unreliable service. Also, the local municipality was not addressing the waste issues and the current landfill site did not have the right licenses, in other words, it is deemed illegal. Waste removal is the responsibility of the local municipality, and before they have established a local waste programme, nothing will happen. It was agreed amongst the group that there is enough demand for waste removal from their premises to provide at least one person with a full-time job to collect waste and take it to a nearby waste buy-back centre.

A number of participants indicated that they were concerned about people from outside the community who were employed locally, as there is considerable labour capacity locally. One establishment owner raised the concern that local staff were not trustworthy and were generally not highly skilled. As a result, this particular establishment has opted to only employ staff that are not local. Another participant indicated that labour from outside of South Africa were not concerned with minimum wages and labour contracts, and were therefore often easier to employ. This was also seen as a way to reduce operational costs.

Participants believed that there was a large group of young people (youth) in the area that leave to find better job prospects in the cities. It is critical that those organisations that deal with local youth are engaged and that local young people are incorporated into local tourism and hospitality businesses where future careers can be crafted. The participants agreed that there were ample opportunities for youth to grow in the tourism and hospitality sector, not only through the growth in smaller businesses that provide additional facilities and activities, but also in businesses that support the tourism sector such as shops, plumbers and electricians. The issue may not be a lack of interest to participate, but rather a lack of awareness of the size and nature of the tourism sector in the area, and where opportunities lie. It was therefore agreed that communication channels to the youth organisations need to be opened and strengthened.

Other concerns raised included weak coordination of tourism activities and marketing in the area, and ongoing threat of mining activities in the area, service delivery related unrest and petty crime, all of which impact negatively on tourism.

e) Name maximum five aspects of the tourism industry that are good for your business, and from which I could learn

The area in and around Magaliesburg has much to offer tourists with a variety of tastes, from lower end camping to higher end five star establishments. The area is increasingly becoming more attractive for tourists, especially weekenders from Johannesburg. There is a growth in activities such as mountain biking. Local efforts such as the Magaliesburg Development Initiative holds good prospects for the area as more and more local people are participating in these efforts.

Section d) and e) above show that while opportunities exist to help develop sustainable industries, business costs remain high and change remains elusive due to lack of access to funding. The lack of good policy and a lack of collaboration amongst stakeholders mean that implementing sustainable business practices becomes impossible (for example waste management). Where prospects and awareness exist to some degree (for example natural attractions to be developed or the need to manage waste and the need to employ locally), implementation of sustainable tourism practices will not be possible, if there is not a concerted effort from both public and private sector stakeholders to create awareness and capacitate the right people with the right skills. In other words, models such as inclusive tourism and community-based tourism could be applied here. This section highlights the need for a model that can be utilised to support the implementation of sustainable tourism practices amongst SAEs. Magaliesburg typifies many other smaller towns and communities around South Africa, that are in dire need of clear guidance regarding sustainable tourism industries.

6.2.5 Individual responses summary

For the purposes of conciseness, the four individual responses and discussion points surrounding each of the questions are presented under each question heading. Two additional areas which were not reached during the focus groups include Ekurhuleni and Randfontein. Ekurhuleni is the first “aerotropolis” in South Africa and attracts mainly tourists that look for overnight accommodation close to the airport and conference tourists. Randfontein is a small mining town approximately 40 km west of Johannesburg and is also situated on the N12 route.

a) What is responsible and sustainable tourism?

- **Ekurhuleni**: The respondent stated that responsible tourism is about being accountable to your guests, environment, community locally and globally. The conversation then focussed on issues and aspects that work well, which have been captured under the last two questions.

- **Rivonia:** The respondent felt that she knew more than the average guest house owner about responsible tourism, as her establishment had been Greenleaf Environmental Standard certified and she was a member of Bird Life.

- **Vereeniging:** Responsible tourism is about looking after the environment and ensuring that there is something left for future generations.

- **Randfontein:** The respondent indicated that she had no real understanding of responsible and sustainable tourism, but that she assumed that it had to do with looking after your guests' safety and security. In doing this, you would ensure good feedback and more business through word-of-mouth. She also indicated that not all the people in the Randfontein area understand this, and as such, if the area receives negative feedback, it impacts all businesses. The establishment was known for its good service and personal attention and had good income from high occupancy year-round.

As per the findings in the broad industry survey and other focus groups, participant responses to this question were divided between quality and service aspects and environmental and social aspects. The responses further underpin the UNEP and UNWTO (2005) definition of sustainable tourism, which refers to visitor needs, environmental needs and community needs, amongst others.

b) Why is sustainable and responsible tourism relevant to your business?

- **Ekurhuleni:** The respondent felt that while the business requires certain resource inputs, there was a need to ensure that the business remains viable. Resource inputs should therefore be moderated. The participant indicated that responsible tourism was about making sure that there was something left for future generations, and using resources irresponsibly would reduce business viability.

- **Rivonia:** The establishment had been Green Leaf Environmental Standard certified. The rationale for this was that it was "the right thing to do". The respondent did not translate sustainability efforts into a business case because of this view.
- **Vereeniging:** The participant did not elaborate further on the above statements. While not yet certified, **the** respondent was considering FTT certification at the time – also not for business but for marketing reasons. This participant's response was similar to the previous two respondents.

- **Randfontein:** The participant proposed that sustainable tourism was about making sure businesses take care of communities and the environment and that the provision of good service is **maintained**.

c) What measures have you implemented that are aligned with responsible and sustainable tourism practices?

- **Ekurhuleni:** The respondent indicated that he had been involved with a number of responsible and sustainable tourism initiatives to improve current business operations, for example the establishment participated in TEP programmes to improve marketing and train staff. These programmes were adopted as they provided a cost incentive to establishments. The respondent believes that incentives provide a good motivation to adopt different business practices. This echoed the views of the industry experts.

  The researcher prompted the respondent to indicate what type of "greening" measures had been implemented in the establishment. He indicated that they had considered a number of areas, and had **started** with energy and water saving initiatives. However, progress was slow, mainly because of costs. They had started asking guests to help save electricity and water and found guests were quite receptive to this. This supports the view that access to finance remains a challenge and that sustainable tourism practices should also be implemented by tourists. Very little has been done with regard to waste management, as they did not have support from municipalities, confirming findings from the broad industry survey. They had not looked at green products, as they did not have reliable sources. They employed mainly local people and tried to pay them "decent" salaries. They participated actively in the industry through providing job opportunities for interns. They further had information in their establishment about the cultural and natural heritage in the area, and they directed their clients to these areas in response to enquiries from clients.

- **Rivonia:** The establishment had been forced to implement everything that they needed to implement for the certification so they had, for example, installed flow restrictors on taps and dual flush systems on toilets; heat pumps and LED lights were in progress (all initiatives were also being installed in their expansion). They had to do their own recycling as there was no local municipal programme and they had not considered setting up something for the whole area. They had compost heaps and worm farms on the property. They had also started using eco-friendly cleaning products. The owners supported several local charities and treated their staff fairly.

- **Vereeniging:** The establishment owners have taken great effort to give people from the adjacent community, work and skills and have trained a number of local people. They have thus taken the value that tourists bring and shared that with local people. When prompted as to how the establishment has engaged with local communities, the respondent indicated that they had not had meetings to find out their needs so as to set up development projects, as they were not skilled in that type of engagement and were not familiar with the right stakeholders to do this. The establishment owner felt that SANS 1162:2011 provides a guide on what government wants SAEs to achieve, but that practically many requirements seem unrealistic.

- **Randfontein:** They had not really looked at energy efficiency measures, as this was not a big issue for them. However, they did buy all their products locally (from the local supermarket, that is) and they disposed responsibly of harmful waste such as light bulbs and batteries.

d) Name maximum five things preventing you from running your business effectively and what are some of the solutions

- **Ekurhuleni:** High costs were mentioned a number of times and specific issues of high rates and taxes (possibly due to being commercially zoned even though the establishment has only five rooms). The respondent had considered expanding due to current limited capacity, but found it difficult to access finance. Negotiations on various aspects such as grading standards had been dominated by the bigger players and the participant believed that smaller businesses were not properly consulted or taken seriously enough. Unregulated establishments in the area (i.e. those not graded or properly registered) also provided unfair competition. Brown tourism signs have been an issue, as the local council only allowed two signs to be erected even though five signage boards were required to ensure adequate access from all roads. This often resulted in guests not being able to find the establishment. The respondent felt that he did not have very good support for marketing efforts and that while he does most marketing on his own, it would be more effective if the other businesses in the area collaborated better. Also, for older people it was very difficult to change and adopt new ways of doing things. They therefore tried to network with younger business owners in the area.

- **Rivonia:** Starting the establishment was very difficult, due to all the rules and regulations (i.e. high compliance barriers). The establishment was small (3 rooms) and this has hampered profitability. Costs are very high, especially staff, water and electricity costs. The establishment was, however expanding and adding three rooms. Access to finance for this expansion was difficult and was mostly self-funded – the participant tried to source a “green loan”; however, these were not available. The certification process had taken more time and effort than expected and the expected value had not materialised. Crime and the sex trade were of ongoing concern and a threat to good business.

- **Vereeniging:** The establishment started small and became bigger and stronger over time. Learning how to manage the establishment effectively took time, but the owners involved their staff. Access to funding was very difficult, even those programmes that offered to pay 50% (for example TEP was mentioned) and it was often easier to do things oneself rather than go through the application processes. Turnover must be high to make a profit due to the high cost of doing business. There was room for improvement for regulation (refer to next question, where some current regulations have positive business impacts). A specific issue was the regulation around parking requirements that did not make sense for a smaller business such as this establishment. One issue specifically highlighted was that large business often dictate how things should be done, and this did not apply to small business, for example grading and rates and taxes. The smaller accommodation sector was not being taken seriously enough. Further, they should not allow people who were running a guest house as a hobby (example cited was a housewife), as they did not promote the interests of the industry. An accommodation establishment is a serious business and should be run on business principles and be viable. If not, the power of the sector becomes diluted. Lastly, there were too many associations for which a business owner is expected to pay, but does not see the benefit. They offered similar benefits (TV licence discounts were cited) but were not a voice for the smaller establishments. The real role that associations fulfil was not clear to industry players.

- **Randfontein:** There was no support for waste removal and this was both a costly and time consuming **exercise**. This participant felt that the municipality should do more to support waste removal and keep the town clean, as waste was a big issue in the area. Other factors that impacted negatively included when industry strikes leading to travel being cancelled or avoided. Also of concern was cash flow, as late payments were often an issue with business travellers. The cost of keeping stock of items was also high, and it was difficult to match this with occupancy. Inflating prices did not help.

e) **Name maximum five aspects of the tourism industry that are good for your business, and from which I could learn?**

- **Ekurhuleni**: They had a good source of guests, as they were located close to the airport, a number of large shopping malls and the R21 industrial corridor. They also had good personal relationships with their clients, and received much return business (example cited was calling clients on **their** birthdays). They were proud of the quality of service that was provided. Also, there were a number of programmes available to assist smaller tourism businesses, for example the *Adopt a Guest House* initiative from Sun International. However, the application processes for these types of programmes were tedious and often did not deliver results (i.e. you apply, but get no response).

- **Rivonia:** They had very good relationships with their guests and they received considerable repeat business. They provided a much more intimate service than a large hotel, and guests had access to their beautiful garden.

- **Vereeniging:** Good policies are in place that prevent the establishment from expanding without consideration of neighbours and infrastructure (the establishment owner mentioned this more in **relation** to other guest houses in the area, as he felt that people often did not take cognisance of the by-laws and policies and then end up in a situation where their businesses impact negatively on others' lives or were not viable).

- **Randfontein**: Due to mining in the area, the whole of Randfontein had a good source of guests for both normal business visits as well as for meetings and conferences. This participant also **felt** that due to the nature of business in the area, they had much better racial [cultural] integration and she found that her clients were very tolerant of cultural differences. Seasonality was not a huge issue, as they often hosted private functions – such as weddings – on weekends. When prompted to discuss how tourism regulation impacts the success of her business, she said that they had very little interaction with government.

No new insights were gained from the discussions on point d) and e) above with the four establishments. However, all previous insights were underpinned by this discussion in terms of the challenges faced by SAEs, the barriers to sustainable tourism implementation and the mechanisms that may be of assistance to SAEs.

6.2.6 Summary of responses

Table 6.2 summarises the key findings from the focus groups and individual interviews on the five questions presented.

Table 6.2: Summary of responses from focus groups and individual interviews

Area (number of participants)	What is responsible and sustainable tourism?	Why is sustainable and responsible tourism relevant to your business?	What measures have you implemented that are aligned with responsible and sustainable tourism practices?	Name maximum 5 things preventing you from running your business effectively and what are some of the solutions	Name maximum 5 aspects of the tourism industry that are good for your business, and from which you could learn
Vereeniging (10)	• Limited understanding • Perception that government needs to help fund tourism products and expansion	• Poor market access means low profitability	• Limited actions taken • Actions mainly electricity and water saving • Measurement of consumption lacking • Good service viewed as important	• Lack of public and private sector collaboration. • Unreliable local suppliers • High cost of doing business. • Waste and pollution	• Incentive programmes • Business tourism • Tourism product development opportunities
Rivonia (15)	• Good understanding • Related RT/ST to three pillars • Urban base limits opportunity for local community engagement, conservation and local purchasing • Market access critical • Strong collaboration is key	• Helps reduce crime • Conservation of areas tourists visit	• Little / no community engagement • Measurement of consumption lacking • Energy efficiency has commenced, for example lighting • All establishments graded	• Cost of electricity • BBBEE certification (compliance requirement for business and government bookings)	• Well-functioning association • Quality assurance • Access to market • Return business
Potchefstroom (11)	• Limited understanding • Relates RT/ ST to Green Tourism • Good market access	• Collective efforts reduce cost and improve quality • Compliance ensures visitor interests are looked after • Collaboration government and business is key	• No grading due to systemic failure • Collaboration between government and business	• Compliance to by-laws (including the application for brown tourism signs) • Labour issues • Cost of electricity	• Strong local municipality incl. Blue Drop certification • Strong local business chamber • Friendly local culture • Low crime rates • Good market access
Magaliesburg **(10)**	• Limited understanding • Relates RT/ ST to Green Tourism	• The right thing to do	• Energy saving • Rain water harvesting • Local employment	• Cost of electricity • Lack of access to funding • Lack of waste management support from the local municipality • Concerns about the quality of staff from local areas	• Variety in markets and products • Growth in adventure tourism activities • Better collaboration amongst stakeholders
Individual interviews (4)	• Good understanding (except Randfontein)	• Ensuring business remains viable • Looking after, the needs of future generations • Moderate use of resources • Taking care of communities • Taking care of the environment • Good service	• Energy saving • Market access • Local employment • One establishment has been certified	• Compliance barriers • Cost of doing business • Access to finance • Weak regulation • Low stakeholders • Crime • Large business guidelines not relevant for small business	• Quality / star grading • Service levels maintained • Repeat business • Good market access

6.4 Conclusions on the focus groups and individual responses

The findings of the focus groups and individual interviews support many of the key findings of the literature review, the industry expert questionnaires and the broad industry survey. The participants in this part of the research were mostly smaller establishment owners and managers of accommodation ranging from two rooms to 20 rooms, and only one establishment had more than 32 rooms. The focus groups, due to time constraints, did not provide the opportunity for deep analysis of any particular issue. They provided a broad perspective on some of the barriers to responsible tourism implementation and the ongoing challenges that SAEs face in running more sustainable businesses. The four individual establishment owners provided much deeper insights on a range of operational issues and constraints in their businesses, such as the fact that smaller business often feel that their requirements are not adequately considered in policy formulation and that access to finance remains an ongoing issue. All findings in this section of the research reiterated previous observations and findings from the literature review, the industry expert interviews and the broad industry survey. In terms of the barriers to sustainable tourism implementation amongst SAEs, the following conclusions can be drawn from this section.

- **Lack of awareness of appropriate policies to support the implementation of sustainable tourism implementation:** Instances where government was not implementing appropriate policies were highlighted. These included the lack of support for waste management by local municipalities in all groups, while aspects such as brown tourism signs were referred to in the Ekurhuleni interview, and policies that support new business start-ups and / or expansion were evident in Ekurhuleni, Rivonia, Vereeniging and Magaliesburg.

- **Lack of collaboration amongst tourism stakeholders:** The need for collaboration amongst tourism stakeholders was raised repeatedly, and incidences where collaboration was weak were discussed, for example, in Vereeniging, Magaliesburg, Ekurhuleni and Randfontein. Concerns related to the lack of collaboration amongst private sector marketing organisations to do collective marketing, the lack of collective efforts to run, for example, waste management projects and the lack of input from smaller businesses into policy formulation processes were raised (for example by Vereeniging and Ekurhuleni). In addition, the issue of lack of collaboration between private sector business and the municipality was mentioned in the Potchefstroom workshops, where it would appear that local government was not making adequate progress due to the lack of involvement from the private sector. In Vereeniging, clear opportunities existed for collaboration amongst private sector businesses (for example through a strong local association) to collaborate on sourcing food from local small-scale farmers and traders. This effort, however, requires collaborative support from local council to ensure that traders have the correct licenses in place and operate compliantly.

- **Lack of awareness of sustainable / responsible tourism:** Awareness of sustainable tourism varied. While there was some level of awareness of responsible and sustainable tourism within two of the focus groups (i.e. Magaliesburg and Potchefstroom), very limited awareness existed in Vereeniging and high levels of awareness existed in Rivonia. The individual participants were also comfortable with the concepts and had a good level of awareness and understanding of responsible and sustainable tourism, except for Randfontein. There was a fair balance between those that were less aware and those that were aware, which differs slightly from the conclusions of the literature review, the industry expert questionnaires and the broad industry survey, all of which showed a limited awareness and understanding of responsible and sustainable tourism concepts. It became more apparent in this section, however, that the lack of awareness extended beyond what sustainable tourism is and why it is important, to participants not being aware that what they are already implementing constitutes sustainable business practices.

- **Lack of triple bottom line focus:** The individual interviewees were aware of the principle of sustainable tourism and triple bottom line impacts and had made efforts to start implementing relevant practices. The focus groups were mostly concerned about the economic impacts. In Magaliesburg and Potchefstroom, attention was given to the 'greening' aspects of sustainable tourism. However, much reference was made to service and quality aspects in the context of sustainable tourism, which underscores the findings from the broad industry survey and aligns to the definition and 12 aims of sustainable tourism outlined by UNEP and UNWTO (2005).

- **Lack of data and information available:** The fact that none of the establishments that participated (except for one establishment) were either able or willing to share basic consumption data with the researcher, confirms that this presents a major barrier. With greater awareness, the understanding of the importance of data will increase, but it is clear that the barrier is not only as a result of, for example, industry professionals being willing to share, but also due to establishment owners and managers not having information available and not understanding the value of information (or indicators) in the sustainable management of their businesses.

- **Lack of capacity to implement sustainable tourism practices:** The lack of capacity to implement sustainable tourism **practices** was highlighted in various discussions around the issues of issues to finance, relatively low staff skills, weak regulation and the lack of collaboration amongst stakeholders (discussed previously in this section). In this instance, the participants in the focus groups and individual interviews lacked mainly financial capacity to implement more sustainable business practices such as energy efficiency, and felt that government should provide incentives. Knowledge on how to implement sustainable tourism practices was also lacking. In instances where efforts had been made (for example, in the Rivonia, Ekurhuleni and Vereeniging individual interviews and the Magaliesburg focus group), access to finance was a barrier and therefore limited capacity. The misconception that government is obliged to support small businesses that are struggling to survive implies that there was a lack of capacity to run successful small businesses. The Vereeniging group's lack of understanding of how and why electricity meters should be read and the data utilised, points to a key issue in lack of capacity to manage business costs. A key issue that was highlighted by the Rivonia group was information overload from suppliers of green / more environmentally friendly alternatives or resource efficiency. SAE owners and managers were not specifically trained on the principles of resource efficiency, which can become a very technical topic. The capacity to deal with information overload did not exist in any of the groups; however, stronger collaboration amongst various establishments owners/managers may have supported finding good solutions. It became apparent from discussions, especially in Magaliesburg, Potchefstroom and Rivonia, that there was a need for a guided approach (framework) to implement sustainable tourism practices.

- **Lack of business case:** Before a business case for change can take effect, there needs to be relatively high levels of awareness (as outlined in the seven steps to change management in the literature review). The general levels of awareness were relatively low. However, many businesses have at least started with implementing measures such as energy and water saving, which were mainly done for economic reasons. This means that the business case is becoming stronger and more explicit, albeit not yet entrenched. The fact that participants such as those in Vereeniging and Randfontein were not aware of what sustainable tourism is, was an indication that they were still finding themselves in the first stages of the steps for change proposed by Hayes (2014) and referred to in the literature review. However, respondents such as those from Magaliesburg, Rivonia, Ekurhuleni and Vereeniging have already become aware of the need for action and have started adopting basic practices. These may not, however, have been done within the context of a well-defined business case, but nevertheless constituted an awareness that something needed to happen in order to reduce costs.

There was some disparity on the level of uptake of responsible and sustainable tourism practices amongst participants. Most establishments have implemented practices such as energy saving and water saving, mainly as a result of increasing costs. Some attempts had been made by establishments from Vereeniging to support local traders, while Magaliesburg participants felt that the youth in their area needed to be given opportunities to participate in the tourism value chain. The Ekurhuleni interviewee indicated that they tried to pay fair wages, while the Vereeniging participant indicated that working with local communities was something they had done, but they did not always feel well prepared for such engagements. The Rivonia individual interview participant indicated that she had opted for certification, and therefore felt that she has already achieved the requirements of SANS 1162:2011. The Rivonia focus group indicated that while they were aware of responsible and sustainable tourism practices, progress made had been slow. Potchefstroom participants had not made progress either.

With reference to potential frameworks to overcome the barriers to sustainable tourism practices, this chapter confirmed the conclusion from the broad industry survey that most establishments were already aware of grading and could see the benefits of being graded, but felt that costs exceed benefits and service needs to improve. As an example, the Potchefstroom establishments viewed grading in a negative light, but this was mainly as a result of failure from the TGCSA to provide adequate service and due to cost issues. The system itself was not viewed negatively.

6.5 Summary of focus groups and one-on-one interviews

The findings of this chapter were in line with the findings of the literature review, the industry expert questionnaire and the broad industry survey. The approach of talking directly to establishment owners, either in focus groups, workshops or individual interviews, provided an opportunity to gain new insights into the barriers to sustainable tourism implementation and how to overcome them.

The findings from this chapter support all previous findings including all barriers identified and possible mechanisms to overcome the barriers to sustainable tourism implementation. The findings re-affirmed the need for an appropriate framework to drive the implementation of sustainable practices. The next part of the research will build on the literature review, the industry expert questionnaires, broad industry survey and the focus groups and individual interviews to develop an appropriate framework for the implementation of sustainable tourism practices amongst SAEs.

Chapter 7. Sustainable tourism implementation in SAEs

"Sustainable development is the pathway to the future we want for all. It offers a framework to generate economic growth, achieve social justice, exercise environmental stewardship and strengthen governance." Ban Ki-moon

7.1 Introduction

This chapter builds on the findings of Chapters 3, 4, 5 and 6 to draw conclusions and to summarise the main barriers to the implementation of sustainable tourism practices amongst SAEs in South Africa. The chapter then provides a framework with recommendations and mechanisms that have the potential to help overcome these barriers. The framework provides a holistic, practical, scalable and adaptable tool to be utilised by individual SAEs, communities, the tourism industry and other industries to work collectively towards sustainable tourism management and development.

7.2 Summary of key research findings

The research question that this research attempts to address is: *How can existing approaches, toolkits or mechanisms be utilised and incorporated into a single framework and approach to overcoming the barriers for sustainable tourism implementation amongst SAEs in South Africa?*

In order to answer the research question, the objectives of this research are:

1. To explore and adopt definitions of terminology used in this research in the context of sustainable tourism implementation amongst SAEs, including the definition of sustainable tourism and the definition of an SAE;
2. To establish the importance of SAEs as a sector of the tourism economy;
3. To establish the relative sustainability of SAEs and highlight key barriers to sustainable tourism implementation amongst SAEs in South Africa;
4. To identify potential frameworks or mechanisms that could be used to overcome these barriers and propose a new framework to overcome the barriers to sustainable tourism implementation amongst SAEs in South Africa;
5. To propose basic indicators, both internal to an SAE and for the industry, that will aid in measuring progress and impacts of sustainable tourism practices; and
6. To make recommendations for further research on sustainable tourism implementation amongst SAEs in South Africa, not only to validate the framework but also to create new insights to improve the body of knowledge on sustainable and responsible tourism.

The following discussion provides a summary of the findings in relation to the achievement of the research question and objectives. To answer the objectives, a conceptual framework was developed, and is re-iterated in Figure 7.1 below.

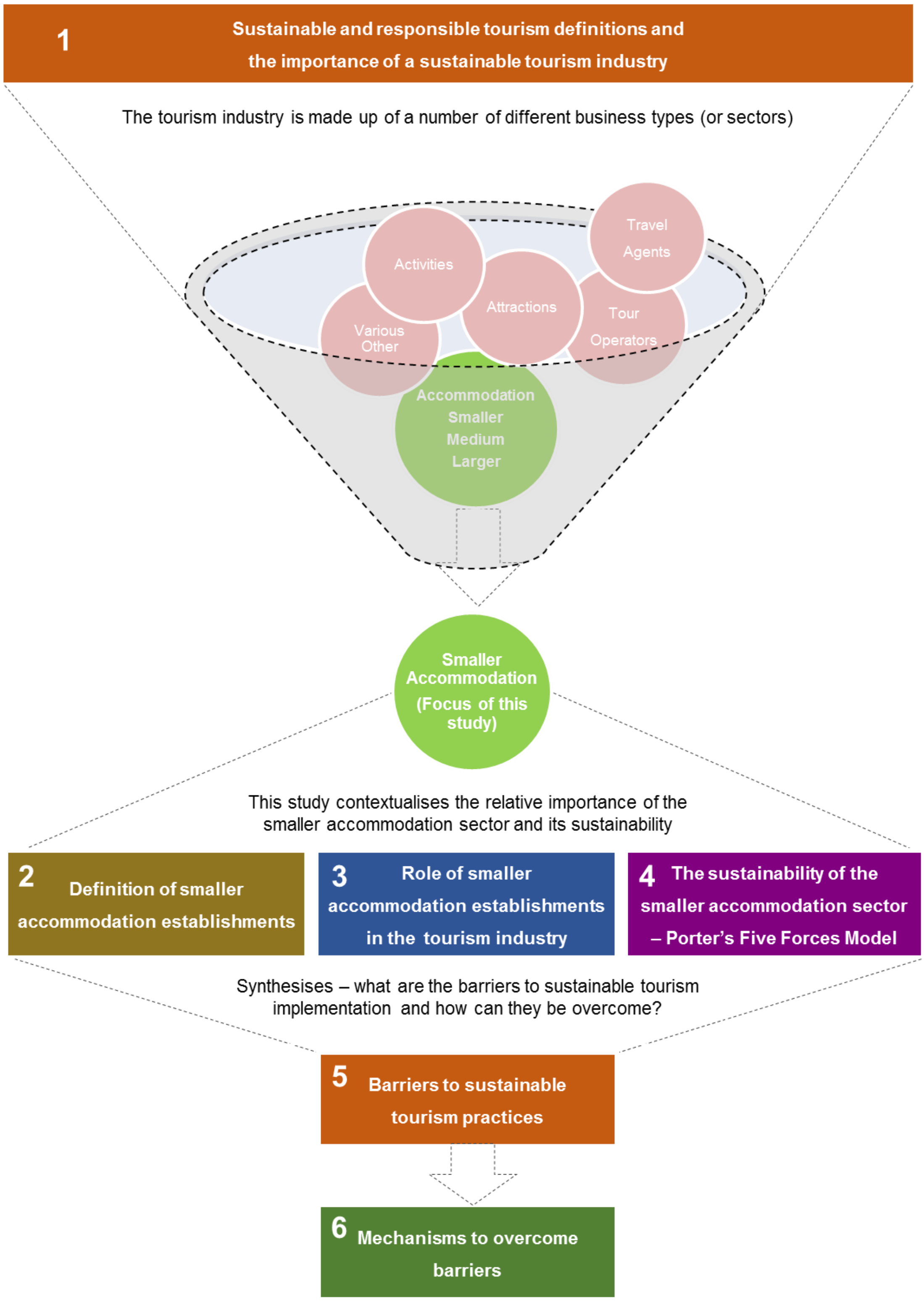


Figure 7.1: Conceptual framework

7.2.1 Definition of sustainable tourism

The tourism industry needs to agree on definitions for responsible tourism and sustainable tourism. This research is about the sustainability of SAEs. In literature, as will be illustrated in paragraphs below, the two terms are often used to describe the same thing. However, upon viewing the various definitions found, it was evident that the definition of sustainable tourism adopted from UNEP and UNWTO, i.e.

> "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNEP & UNWTO, 2005, p. 12)

provides a holistic and comprehensive definition that encapsulates all key stakeholder groups. The views expressed by the broad industry survey participants, as well as the focus groups/ individual interview participants, show that the people that need to implement sustainable tourism, i.e. SAE owners, view sustainable tourism as much broader than the inclusion of environmental, social and cultural and economic aspects. While the industry definitions analysed in the literature review vary, SAEs confirmed that service excellence, quality assurance, market access were also critical components in running their businesses successfully, or sustainably. In other words, the UNEP and UNWTO (2005) definition for sustainable tourism resonates well with views expressed by broad industry survey participants, focus group and individual interview participants. The UNEP and UNWTO definition expands into 12 aims of sustainable tourism (UNEP & UNWTO, 2005), which cover not only the four pillars of sustainability, as captured in the responsible tourism standards (SABS, 2011), but also take into full consideration the visitor's safety, security and comfort as well as industry needs in terms of, for example, regulation and market access.

It is clear from the results of the broad industry survey, the focus groups and individual interviews, that many establishment owners equate quality and service to sustainability. The industry experts agreed that the implementation of sustainable tourism practices requires concerted collaborative efforts from all industry stakeholders, and therefore by implication, the definition of sustainable tourism should apply to all role players. Establishment owners/managers themselves highlighted that they felt that the industry stakeholders should collaborate more and better, and cited examples of where collaboration would have positive impacts, for example, with brown tourism signage, collective marketing efforts, and good water quality as also mentioned by focus groups. Each role player will need to incorporate the guiding principles into each action and decision taken towards sustainable tourism implementation.

None of the respondents in the broad industry survey or the focus groups and individual interviews viewed market access as a component of sustainable tourism, however, the issue of market access appeared repeatedly in the broad industry survey and the focus groups/individual interviews. Good market access or poor market access were listed in both research stages as impacting positively or negatively respectively by respondents. Market access is a critical form of sustainability of businesses if translated into a business's income generation capability and therefore profit margins. If businesses do not make a profit (55% according to the broad industry survey), it either means their operational costs are too high, or their occupancy and / or room rates are too low. It is therefore critical that market access is included when defining sustainable tourism.

From the above discussions, it is suggested that the UNEP and UNWTO definition of sustainable tourism is adopted by the SAE sector, i.e. a "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNEP & UNWTO, 2005, p. 12).

It is also proposed that the definition is broken down as outlined in the 12 aims of sustainable tourism listed by UNEP and UNWTO to include the following dimensions as guiding principles in decision-making. Based on the insights gained from the literature review, the industry expert interviews, the broad industry survey and the focus groups/individual interviews, it is proposed that the 12 aims are broken down and expanded as follows for SAEs in terms of their role in sustainable tourism implementation (UNEP & UNWTO, 2005, p. 12). A high-level view is provided below.

1. **Economic viability:** To ensure the viability and competitiveness of tourism destinations and enterprises, so that they can continue to prosper and deliver benefits in the long term.

   The role of SAEs: SAEs can only be viable and competitive in the long run if they are profitable. In other words, internal cost and income drivers need to be controlled and managed. This requires formulation of internal indicators and data collection to understand the issues and challenges. Coming to grips with the need for change through understanding the business case for implementing sustainable tourism practices, such as energy and water saving, is critical. This can only be achieved if the complexity of energy consumption, as outlined in the literature review is better understood. Further, collaboration with other tourism stakeholders through, for example, tourism forums and associations to understand cross-cutting issues, such as rates and taxes, will provide better bargaining power with suppliers. Collective marketing efforts as proposed in the focus groups/individual interviews will allow SAEs to start understanding competitiveness of their destination better. As shown in the broad industry survey, tourism routes are prolific in South Africa, and those establishments situated on tourism routes are more profitable. While this link was not tested statistically, the fact that routes provide collective marketing opportunities means that SAEs can save on marketing costs.

2. **Local prosperity:** To maximise the contribution of tourism to the prosperity of the host destination, including the proportion of visitor spending that is retained locally.

   The role of SAEs: Inclusion of local communities and local SMMEs in the tourism value chains as suggested in the literature review (for example though adopting principles of CBT, IT and Creative Outposts), as this will ensure that local stakeholders benefit from tourism income. While some broad industry survey and groups/individual interview participants have alluded to the need to support local SMMEs, this appears to not be a pervasive practice yet. It was shown through the broad industry survey, that where awareness exists, this is not necessarily translated into action. This once again would require SAEs to understand their internal business behaviours better through the identification of indicators such as percentage spend on operations that goes to local suppliers. In addition, and as outlined in point one above, collaboration with other tourism stakeholders through, for example, tourism forums and associations will support the creation of collective demand for local products, improving the business case for local supplier businesses. In addition, collective marketing efforts will draw tourists to the region, benefiting all and not only specific businesses.

3. **Employment quality:** To strengthen the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability to all, without discrimination by gender, race, disability or in other ways.

   The role of SAEs: Through becoming more efficient businesses, as outlined in point one above, and through supporting local SMMEs, this aim can be achieved. Lowering spend on unnecessary items such as high energy and water bills and diverting spend to ensure staff are well paid will be a good starting point. As highlighted in both the broad industry and groups/individual interviews, providing good service and quality are **perceived** as a critical component of sustainable tourism. As businesses that are dependent on staff to provide good quality and service on an ongoing basis, good employment practices are a fundamental requirement. However, as indicated on the broad industry survey, only 49% of SAEs contribute pay-as-you earn (PAYE) tax, 26.8% pay for medical aid and 14.6% pay towards a provident fund. In addition, Table 5.1, which illustrated the frequency of measures implemented by SAEs in the broad industry survey, showed that 65.6% of establishments pay living wages. This raises concerns that perhaps SAEs are not implementing fair and equitable labour practices – this needs to be investigated and addressed. The groups/individual interviews also raised issues of low skills levels amongst local community members, which will need to be addressed to ensure local employment is viable in the long term. Programmes such as the ILO SCORE programme (Nyangintsimbi, 2015) were developed to improve efficiency and employment equity within tourism businesses. Principles from this programme can be adapted to the needs of SAEs to use as a guideline.

4. **Social equity:** To seek a widespread distribution of economic and social benefits from tourism throughout the recipient community, including improving opportunities, income and services available to the poor.

   The role of SAEs: This point has been addressed in the two preceding paragraphs. The lack of awareness of the importance of sustainable tourism practices is a challenge that needs to be overcome by SAEs. Tourism associations and tourism route development organisations can play a key role in helping to create this awareness, as most SAEs belong to an association. Organisations such as the TGCSA, that enjoy a relatively large contact base with SAEs, can further facilitate the creation of awareness. The role that SAEs play in helping to create social equity would include the creation of good quality sustainable jobs within their own operations, supporting local SMMEs that provide products and services required in day-to-day operations and participating in collaborative marketing initiatives. This is an area which will benefit greatly from the utilisation of a **framework** to guide SAE participation as highlighted in the focus groups/ individual interviews, and learnings from the processes to engage local community members in the tourism supply chain could be adopted from the UNESCO World Heritage Toolkit (UNESCO, n.d.) and CBT, IT and Creative Outposts (Brouder, 2012).

5. **Visitor fulfilment:** To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, and disability or in other ways.

   The role of SAEs: The issue of crime and the negative impacts of crime on tourism was highlighted in the broad industry survey and focus groups/individual interviews. Through active participation in tourism forums and collaboration with local stakeholders, the SAE sector will be able to increase awareness of the positive impacts of tourism on local economies. These stakeholders should include security and policing forums as well as relevant policy makers in government. Service excellence and good quality has also been raised by participants in the broad industry survey and focus groups/individual interviews. The TGCSA criteria already provides good guidelines for the implementation of good quality and service practices. Where visitor expectations extend into the realm of green business practices and involvement of local communities, the TGCSA criteria, in conjunction with responsible tourism criteria, could be utilised to expand the quality and service offering. In addition, both sets of criteria have been expanded to include requirements for universal accessibility (UA) or access for all. While UA has not been explored as part of this research, the framework for sustainable tourism implementation amongst SAEs needs to include guidance and UA requirements as part of good quality, good service and responsible tourism practices.

6. **Local control:** To engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders.

   The role of SAEs: The first step would be for SAEs and SAE stakeholders to empower themselves through greater awareness of sustainable tourism, a better understanding of the indicators of sustainable tourism (both internal and external to the business) and to proactively start collecting data and information to populate the indicators. This will not only inform their own business performance and key issues, but also that of the industry. Only then will they be able to view their businesses in the context of a larger industry. As illustrated in the expert interviews, SAEs still do not see the business case for sustainable tourism. The broad industry survey and focus groups/individual interviews showed the understanding of sustainable tourism is generally very limited, illustrating the lack of triple bottom line focus.

7. **Community well-being:** To maintain and strengthen the quality of life in local communities, including social structures and access to resources, amenities and life support systems, avoiding any form of social degradation or exploitation.

   The role of SAEs: As discussed in point 6, SAEs to do not understand the triple bottom line impacts of their businesses, they are generally not aware of the meaning (definition) of sustainable tourism, and they have not yet formulated a good business case for comprehensive adoption of sustainable tourism practices. Associations and industry bodies such as the TGCSA can be used as vehicles through which the more informed can reach out to the less informed. The creation of policies that support sustainable tourism, for example, through creating incentives could help address this barrier.

The following five aims are addressed within the SANS 1162:2011. However, it is critical, as outlined in the literature review, that more concrete actions are proposed that will make alignment to the aims more achievable for SAEs. It was highlighted in the broad industry survey and the focus groups/individual interviews, that many SAEs are already implementing certain actions, but they do not necessarily equate these to sustainable tourism practices. Once again, it is critical that, as a starting point, associations and other industry bodies create greater awareness of sustainable tourism amongst SAEs and help to illustrate the business case. However, Table 5.1 illustrated how many of the respondents had already started implementing certain actions (the actions proposed were a simple interpretation of the most relevant criteria for SAEs). Actions related to cultural richness scored relatively low, for example, only 36.9% of SAEs provided guest information on local culture and only 28.6% on local codes of behaviour. A more in-depth analysis of exactly what establishments communicate to their guests and how much local information needs to be communicated should, however, be undertaken to create greater context of this aim for the SAE sector. Similarly, aims 9-12 need to be evaluated in the context of Table 5.1. **Cultural richness:** To respect and enhance the historic heritage, authentic culture, traditions and distinctiveness of host communities.

8. **Physical integrity:** To maintain and enhance the quality of landscapes, both urban and rural, and avoid physical and visual degradation of the environment.
9. **Biological diversity:** To support the conservation of natural areas, habitats and wildlife, and minimise damage to them.
10. **Resource efficiency:** To minimise the use of scarce and non-renewable resources in the development and operation of tourism facilities and services.
11. **Environmental purity:** To minimise the pollution of air, water and land and the **generation** of waste by tourism enterprises and visitors.

What is clear from the above assessment is that large gaps exist between what SAEs should be doing and what they are doing, in relation to sustainable tourism implementation. Provision of a common definition is only one step in many that need to be undertaken by the SAE sector stakeholders. The 12 aims of sustainable tourism and the 42 criteria of SANS 1162 as well as frameworks such as the ILO SCORE programme, inclusive tourism and others are all only guidelines. What is needed is a framework that will help demystify sustainable tourism implementation for SAEs. In other words, it will help create awareness of sustainable tourism amongst SAEs, facilitate the creation of a clear business case for change, illustrate the importance of collaboration and outline platforms for collaboration, help SAEs understand the triple bottom line impacts of their businesses, showcase the indicators that need to be developed and finally provide actions on how to collect data to populate these indicators. In other words, the framework will assist SAEs to overcome the barriers to sustainable tourism implementation. The above guiding principles will therefore be incorporated in the proposed framework outlined in this chapter.

Of further importance, is that the various stakeholder group interests which are referred to in the adopted UNEP and UNWTO definition are broadened, to ensure that there is no confusion regarding what the terms mean. This is illustrated in the lists below, with sub-sections of each interest having been emphasised in the various phases of the research, illustrated in brackets.

- Visitor needs broadly refer to:
    - Marketing (literature review; broad industry survey);
    - Communication (literature review);
    - Respect (literature review);
    - Safety and security (literature review; industry expert interviews, broad industry survey, focus groups/individual interviews);
    - Service and quality (broad industry survey, focus groups/individual interviews)
    - Universal access (literature review).

- Industry needs broadly refer to:
    - Infrastructure (literature review; broad industry survey, focus groups/individual interviews);
    - Inclusive policies (literature review; industry expert interviews, broad industry survey, focus groups/individual interviews);
    - Cross sectorial collaboration (literature review; industry expert interviews, broad industry survey, focus groups/individual interviews);
    - Access to finance (literature review; industry expert interviews, broad industry survey, focus groups/individual interviews);
    - Market access (literature review; industry expert interviews, broad industry survey, focus groups/individual interviews);
    - Profitability (literature review; broad industry survey, focus groups/individual interviews).

- Environment needs broadly refer to:
  - Water conservation (literature review; broad industry survey, focus groups/individual interviews);
  - Energy efficiency (literature review; broad industry survey, focus groups/individual interviews);
  - Waste management (literature review; broad industry survey, focus groups/individual interviews);
  - Local / green products (literature review; broad industry survey, focus groups/individual interviews);
  - Biodiversity conservation (literature review);
  - Environmental footprint reduction (literature review; broad industry survey, focus groups/individual interviews);
  - Protection of cultural heritage sites (literature review);
  - Protection of natural heritage sites (literature review).

- Host community needs broadly refer to:
  - Preservation of cultural heritage (literature review);
  - Community health and safety (literature review; broad industry survey, focus groups/individual interviews);
  - Universal access (literature review);
  - Staff well-being (literature review; broad industry survey, focus groups/individual interviews);
  - Local employment (literature review; broad industry survey, focus groups/individual interviews);
  - Support local tourism SMMEs (literature review; broad industry survey, focus groups/individual interviews);
  - Inclusive tourism development / collaboration (literature review; industry expert interviews, broad industry survey, focus groups/individual interviews);
  - Local sourcing (literature review; focus groups/individual interviews);
  - Cultural sensitivity (literature review).

7.2.2 Definition and categorisation of an SAE

The literature review highlighted that the lack of a single definition for SAEs worldwide and locally means that comparative data cannot be turned into meaningful information that would aid in the development of SAE benchmarks. It also prevents a real assessment of the "sub-sector" of SAEs' contribution to the economy, job creation and other performance indicators. This leads to an inability to formulate policies that specifically support SAEs in their efforts to become more sustainable. Further, the lack of a single categorisation system for SAEs means that additional categories are created by the owners themselves, as was evidenced in the broad industry survey. The literature review suggested that there was huge inconsistency worldwide on how to define and categorise accommodation establishments (Bastakis *et al.*, 2004; Glancey & Pettigrew, 1997; Law & Ng, 2011; Ahmada, 2015). This also contributes to a lack of ability to compare "apples with apples" in the context of setting benchmarks, assessing trends and highlighting potential common issues within SAEs.

Both the literature review and the broad industry survey identified fragmentation of the market as a threat, as it prevents establishments from, for example, applying collective bargaining to reduce costs and initiating collective marketing to increase tourist volumes. This factor is amplified by the lack of comparable data, as illustrated in the literature review, the industry expert questionnaires, the broad industry survey and the focus groups/individual interviews. It is therefore critical that a simplified and standardised categorisation for SAEs is created. A clearer definition and categorization will provide fewer "groupings" and therefore by implication help reduce the levels of fragmentation and increase comparability. The industry experts in this research agreed that a single definition for SAEs should exist to facilitate a better understanding of the sector. The industry experts were not explicitly asked how many rooms a smaller accommodation establishment should have, but rather which indicator should be used to measure the size of smaller accommodation establishments. There was agreement that this should primarily be number of rooms. The research therefore adopted a definition of 20 rooms or less – this was based on anecdotal information from the industry rather than definite evidence, as it was asserted in the literature review that there is no single definition worldwide or in South Africa.

Where definitions had been attempted, they varied greatly and were also not based on specific research that would provide guidelines. More than 90% of participants in the broad industry survey and the focus groups/individual interviews represented establishments of 20 rooms or less. As such, the research implicitly provided viewpoints and insights for establishments of 20 rooms or less and insufficient data was available to illustrate meaningful differences between establishments of 20 rooms or less and establishments with more than 20 rooms. No minimum size is suggested. The recommended definition of an SAE is therefore:

> ***Any accommodation establishment that provides overnight accommodation to the travelling public with 20 rooms or less.***

The industry experts also agreed that different categories of SAEs should be included in the definition. Industry experts agreed that each type of establishment requires a descriptor, which will clearly distinguish different categories of establishments to help facilitate the setting of benchmarks and drawing comparisons. As outlined in the literature review and broad industry survey, there are numerous categorisations and some were developed by establishments themselves. It is important that a simple, consistent and all-encompassing categorisation is used to facilitate benchmarking. It will also facilitate the ease of searching for different types of establishments when making an online booking. A single categorisation system should include primary and secondary categories with the option of a tertiary category that communicates unique features of establishments marketing purposes. Industry experts highlighted that the primary indicator for SAEs should be number of rooms, but that additional indicators such as number of staff employed, star grading, service levels and turnover should be considered as secondary indicators. Elaboration on these indicators and how they should be used falls outside the scope of this research. Each category must be described objectively and simplistically, as subjective descriptions would create greater confusion. It is recommended that SAEs of fewer than 20 rooms are categorised as follows:

PRIMARY CATEGORIES

The primary categories proposed should describe the primary types of services provided as utilised by the TGCSA and other references, and should include:

- Backpackers
- Bed and breakfast
- Guest house
- Lodge
- Self-catering
- Small hotel

SECONDARY CATEGORIES

The secondary categories should provide a descriptor of the experience and/or the setting and could include lesser-used descriptions which are found in a variety of literature. Based on the findings from the broad industry survey and drawing from the TGCSA definitions, the main primary categories should include bed and breakfast, guesthouse, lodge and self-catering accommodation. A hotel (but in this case a small hotel), a lodge and backpacker accommodation provide distinctly different types of service and target distinctly different types of guests (TGCSA, 2015). These should therefore also be primary categories. On the other hand, farmstays, homestays and boutique hotel provide for a specific type of setting and experience. The broad industry survey showed that the market itself dictates that homestays, farmstays and boutique hotels be secondary categories as they described themselves as bed and breakfast or guest houses as well. In the case of a lodge, the secondary category would provide for a description of the setting and/or experience, i.e. game lodge, wilderness lodge, nature lodge and country lodge. It is uncertain what the definitions of a guest lodge, mountain retreat or safari farm are, as no clear distinction could be found in the literature. However, looking at the TGCSA definitions for lodges, it may be required to distinguish between a natural setting (for example mountain retreat) and a manmade setting (for example safari farm). It is recommended that these two descriptors are included as secondary categories as, for example, “nature-based” and “activity-based” establishments. As highlighted in the broad industry survey, “self-catering” can be either a primary or a secondary category. As an example, secondary categories could be described in the following format, or as listed in Table 7.1:

A. Bed and breakfast (primary) / nature-based (secondary);

B. Guest house (primary) / activity-based (secondary);

C. Lodge (primary) / country (secondary);

D. Bed and breakfast (primary) / country house (secondary);

E. Small hotel (primary) / boutique hotel (secondary).

The only exception would be a self-catering establishment, which may be classified as primary or secondary for example:

F. Self-catering (primary) / nature-based (secondary);

G. Guest house (primary) with self-catering (secondary).

Table 7.1: Primary and secondary categories of SAEs – less than 20 rooms

Primary categories	**Secondary categories**								
	Boutique hotel	Farm-stay	Home-stay	Nature-based	Activity-based	Country house	Country lodge	Game lodge	Self-catering
Backpackers									
Bed & Breakfast				A		D			
Guest house					B				E
Lodge							C		
Self-catering				F					
Small hotel	E								

Additional descriptions that communicate unique features would then be included in individual establishments' marketing materials or as tertiary "free text" categories. Further, it is deemed as a norm that guests are charged for their overnight stay, and what is included or excluded in the rate, is dependent on the additional services provided and on industry standards for determining rates. A bed and breakfast is the exception, as the rate is deemed to include breakfast in the overnight rate. This is not necessarily the case for the other primary categories. The adoption of a standardised categorisation, for example, by local government, will make data collection and comparative research more meaningful, and benchmarking more relevant.

The descriptions of the various types of accommodation are provided below. It is recommended that descriptions are adapted from those provided in the literature review for the purposes of simplicity.

PRIMARY CATEGORIES

- **Backpackers:** Provides budget overnight accommodation for people who have flexible travel plans (Loker-Murphy & Pearce, 1995);
- **Bed and breakfast:** Provides overnight accommodation and breakfast and both items are included in the rate quoted (Ingram, 1996; TGCSA, 2015);
- **Guest house:** Provides overnight accommodation with limited service and has “areas for the exclusive use of its guests” (TGCSA, 2014);
- **Lodge**: Provides “formal overnight accommodation with full or limited service, located in natural surroundings beyond that of an immediate garden area” (TGCSA, 2014);
- **Self-catering:** Provides overnight accommodation without catering (TGCSA, 2014);
- **Small hotel:** Provides “formal accommodation with full or limited service” (TGCSA, 2014).

SECONDARY CATEGORIES

- **Boutique hotel:** Provides high levels of design, ambience, and personalised service (Rogerson, 2010);
- **Farmstay:** Provides accommodation on a working farm (TGCSA, 2015);
- **Homestay:** Provides accommodation in a private home (TGCSA, 2015);
- **Nature-based:** Provides accommodation in a natural environment;
- **Activity-based:** Provides accommodation linked to specific activities;
- **Country house**: Is “situated in natural surroundings” (TGCSA, 2014);
- **Country lodge:** Is located in “natural surroundings beyond that of an immediate garden area, without any game” (TGCSA, 2014);
- **Game lodge:** Is “located in natural surroundings beyond that of an immediate garden area, with game” (TGCSA, 2014);
- **Self-catering:** Provides accommodation without catering. (TGCSA, 2014).

7.2.3 The role of smaller accommodation in the tourism sector

The role of SAEs in the economy cannot be underestimated, as was clarified in the literature review and reiterated by the industry experts. It was agreed that the role of the smaller accommodation sector needs to be emphasised for it to be taken seriously as an economic contributor and job creator and to ensure that policies created and incentives provided for adoption of sustainability practices address the needs of this sector specifically. The lack of a single definition and categorisation of SAEs means that an estimation of the number of establishments within this sector will continue to fluctuate, having little bearing on reality.

The industry experts agreed that the SAE sector's role was not currently understood by a variety of stakeholders, resulting in the needs of the sector not being adequately addressed. The broad industry survey showed that only 45% of SAEs were profitable. However, the whole sector, including non-profitable businesses, is an important job creator. The broad industry survey, as well as secondary data, show that an average of 1 job per every 1.5 to 1.7 rooms is provided by this sector. The average size of establishments of fewer than 20 rooms, which was confirmed by both the broad industry survey and the focus groups and individual interviews, was shown to be 7.4 rooms. Based on a conservative number of 30,000 SAEs, which was an estimation provided by some industry experts, the SAE sector should therefore contribute 222,000 rooms and 138,750 full-time jobs. Based on the information provided in the SA Stats satellite accounts (Stats SA, 2013), which state that there are approximately 623,300 people directly employed by the tourism industry, and that 159,000 people are employed in the accommodation sector, this means that SAEs potentially contribute 22% of total tourism jobs and 87% of the jobs estimated for the entire accommodation sector. This seems unrealistic, considering then that the other categories of accommodation providers would provide only 20,250 direct jobs. Another important point to note, is that if only 45% of SAEs are profitable, then according to Porter, 55% of the sector is constituted of non-sustainable businesses. This poses a real risk to the long-term sustainability of the sector and potential job losses could have severe impacts in local economies.

The accuracy of data utilised in surveys relating to income, expenditure and jobs could be impacted by the number of businesses that are fully compliant businesses. It was already highlighted in this chapter that only 49% of SAEs contribute pay-as-you-earn (PAYE) tax, which is a requirement by SARS for companies that employ full-time staff. It was also shown in the broad industry survey that only 71% of SAEs were registered businesses. There is a likelihood that those that do not pay PAYE (51%) and those that are not registered businesses (29%) do not declare business income correctly or do not provide accurate business data to SARS. It is also likely that employment rate statistics for SAEs are skewed due to low levels of tax compliance, from which much of the data within the Stats SA surveys are extracted. Another area which could be tested (but was not done for this survey) is how may SAEs ensure the completion of visitor's books and provision of this data to the Department of Home Affairs to help determine occupancy rates and visitor statistics.

In both the broad industry survey and the focus groups/individual interviews, participants highlighted that they feel misunderstood and that by-laws, regulation and incentives are not created with SAEs in mind. Further, high operational costs and difficulty in accessing finance, means that suppliers have not yet taken the sector seriously in providing custom solutions for this sector.

This research therefore highlights that SAEs are likely to be more important economic contributors than currently assumed and therefore deserve more focus from government and private sector stakeholders to establish real contributions. It is therefore critical that approaches that are developed to assist SAEs to implement sustainable tourism practices need to be flexible and targeted at their own unique needs as highlighted by the work of Kelliher, Foley and Frampton (2009). This view was supported by the industry experts, indicating that there was a need for the creation of a common set of indicators to measure the size and performance of the smaller accommodation sectors. They further highlighted that there is a lack of data available or a lack of sharing of data that leads to a lack of meaningful insights for the smaller accommodation sector. The lack of available data from participants in the broad industry survey as well as the focus groups and individual interviews clearly supports the notion that SAE owners are unable to provide accurate and adequate data to aid in the development of benchmarks and to support the understanding of the size and economic contribution of this industry. The lack of data and information within this sector is highlighted here as a key barrier to sustainable tourism implementation.

7.2.4 Smaller accommodation establishments – industry sustainability

Porter's Five Forces model was used as an approach to help understand the relative sustainability of the smaller accommodation sector and also to identify barriers to sustainable tourism implementation. Porter's Five Forces model was used in the literature review as an element of the conceptual framework and was referenced in the broad industry survey. The findings from the industry expert questionnaire, broad industry survey and the focus groups and individual interviews supported the findings of the literature review, with a number of minor exceptions. Industry sustainability is discussed in the context of Porter's Five Forces Model.

Barriers to entry into the smaller accommodation market are numerous and staying in business has become challenging. Start-up costs for smaller tourism businesses are high and complex, while access to finance is limited due to negative perceptions from finance institutions. Access to finance was mentioned in both the broad industry survey and the focus groups/individual interviews as an ongoing challenge. Government policies, legislation and incentives for sustainable tourism implementation are not as effective as is required to achieve the vision of the NTSS (Department of Tourism, 2012). The feedback from the focus groups/individual interviews underscored the need for incentives, but it was highlighted that there is not yet adequate availability or access to incentives to effect large scale change. Key requirements to overcome these issues include greater integration of sustainable tourism into other spheres of government policies and greater incentives for smaller businesses to adopt sustainability principles. Access to market for SAEs is complex and costly as a result of factors such as limited communication infrastructure, ineffectiveness of existing marketing organisations, fragmentation in marketing efforts, crime and security, as well as inadequate focus on growing the domestic market. Additional issues such as compliance to BBBEE codes make market access to corporate and government institutions more onerous, as highlighted in the literature review, broad industry survey and focus groups/individual interviews. These factors were highlighted in the broad industry surveys as well as in the focus groups/individual interviews. Competitiveness of SAEs is mainly driven by the owners and managers themselves with little concerted collaborative efforts from other stakeholders. This poses a material threat to the long-term sustainability of the SAE sector.

The choice of substitute to travel in its entirety is increasing as a result of greater awareness of climate change and improvements in communication technologies, while the choice of where to travel to in the first place is also increasing. This factor was not explored in much detail in the broad industry survey or focus groups/individual interviews. However, issues such as high crime rates, which were mentioned by participants, present challenges for SAEs in South Africa. Once a tourist has made the decision to travel to a destination in South Africa, establishments face stiff competition and they need to provide differentiated marketing to the right audience at the right price in order to attract bookings. Low occupancy rates (~45%) indicate that substitutes are available and establishments will need to position themselves strongly within the tourism value chain to maintain greater market share.

SAEs also do not have strong bargaining power over suppliers. The fragmented nature of the sector results in reduced capacity to negotiate better alternatives. The existence of a myriad of independent public and private sector associations representing SAEs, as was highlighted in the broad industry survey, means that the establishments themselves have very limited power to reduce their costs. Due to the complexity in the operations of SAEs, illustrated in the literature review, many different suppliers provide a wide variety of products and services and it is evident that SAEs are faced with many variable costs that will ultimately erode profitability. Establishment owners and managers will continue to face cost challenges, if they are unable to come to grips with their costs and cost drivers through the implementation of rigorous measurements and indicators. In addition, the lack of data on the performance of SAEs means that little benchmarking has been done in the South African context. These factors make it extremely difficult to prioritise areas of focus for reducing costs. The business case or sustainable tourism implementation is lacking amongst SAE owners and managers. It is of great concern that the majority of businesses are not profitable (55%), but at the same time businesses do not collect and utilised consumption data to manage their business costs, nor do they relate this consumption to occupancy in any meaningful way. The lack of data available from the broad industry survey and the focus groups/individual interviews shows that SAEs do not understand and manage their cost and income drivers.

Further, if guests are demanding more sustainable behaviour from the establishments they support, this has not yet filtered through to a level of actual behavioural change or adoption of more sustainable business models by SAEs, as illustrated in the broad industry survey. Establishments are not yet proactively or at a substantial scale, showcasing their sustainable tourism, economic, social and environmental (triple bottom-line) efforts in a holistic and structured way. As shown in the broad industry survey, awareness is not yet translated into actions, with most establishments having implemented very limited actions, mostly related to energy and water saving. As illustrated in the broad industry survey, higher levels of compliance to BBBEE certification and grading could be an indication that the requirements of guests are being taken seriously by some SAEs. While there was no conclusive evidence that buyer requirements have filtered through to induce SAEs to change behaviours, the industry experts asserted that there is an increasing awareness amongst tourists of the sustainability efforts of accommodation establishments, specifically amongst foreign tourists. This also became apparent in personal interviews with some establishment owners (secondary data). Tourists as “buyers”, for example government and private sector business, could potentially place greater emphasis on the requirements that establishments need to be graded and be BBBEE compliant. However, this trend is not yet evidenced in the limited analysis of this research.

Due to the fragmentation in the market, as evidenced by the number of associations listed in the broad industry survey, as well as oversupply of rooms as evidenced by occupancy rates in the broad industry survey, **rivalry amongst SAEs** contending for the same market is high. The lack of coordination amongst tourism accommodation associations and tourism stakeholders (which were highlighted in the industry expert questionnaires, the broad industry survey and the focus groups/individual interviews) amplifies this situation. The belief from broad industry survey respondents that quality standards and service are an important factor in industry competitiveness shows that grading and quality assurance should be viewed as an important differentiator. This once again highlights the opportunity for the TGCSA to play a pivotal role in the implementation of sustainable tourism practices amongst SAEs.

7.2.5 Basic indicators for SAEs of 20 rooms and less

The following basic measures of current performance, i.e. baselines that have mainly been derived from the broad industry survey, are illustrated in Table 7.2.

Table 7.2: Baseline measures from SAEs of 20 rooms and less*

Measure	Baseline	Comments
Energy consumption per bed night high	53 kWh	Only includes electrical sources
Energy consumption per bed night average	35 kWh	Only includes electrical sources
Energy consumption per bed night low	25 kWh	Only includes electrical sources
Number of rooms per staff member 1- 9 rooms	1.6	Variation will be influenced by location (i.e. urban vs rural), star grading and types of services offered
Number of rooms per staff member 10 - 20 rooms	Not provided	Data sample was too small
Average number of rooms	7.4	
Estimate of number of SAEs – high	50,000	This would mean 370,000 rooms / 231,250 permanent jobs
Estimate of number of SAEs – average	35,000	This would mean 259,000 rooms / 161,875 permanent jobs
Estimate of number of SAEs – low	20,000	This would mean 148,000 rooms 92,500 permanent jobs
Percentage of sustainable / responsible certified businesses	5.9%	9 of 152 with 20 rooms and less
Percentage of TGCSA star graded businesses	45.4%	69 of 152 with 20 rooms and less. This sample could be skewed due to the nature of establishments that belong to associations such as FEDHASA, SATSA and other smaller tourism associations
Number of SAEs currently BBBEE certified	40%	Level of certification from 1 – 10 not determined
Registered businesses	71%	
VAT Registered businesses	43%	
Percentage B & Bs#	47%	
Percentage guest house#	40%	
Percentage self-catering#	35%	
Percentage businesses making a profit	45%	
Percentage businesses making a loss	19%	
Percentage establishments that are graded	67%	
Percentage businesses that are AA assured	34%	
Percentage businesses that are certified	9%	

* The numbers are skewed to those establishments that belong to associations

\# Many overlaps exist within these three categories

7.2.6 Barriers to the implementation of sustainable tourism in SAEs

The main barriers to the implementation of sustainable tourism practices identified in the literature review were supported by the findings of the industry expert interviews, the broad industry survey, the focus groups and individual interviews, i.e. no additional barriers were identified in the analysis that followed the literature review. Barriers identified are provided below.

1) **Lack of appropriate policies** to support sustainable tourism implementation from national, provincial and local government. Such policies are not only relevant to tourism entities, but also the other government departments.
2) **Lack of collaboration amongst tourism stakeholders** including public sector, private sector and community stakeholders across a spectrum of the tourism industry resulting in uncoordinated efforts and contributing to the fragmentation of the sector.
3) **Lack of awareness of sustainable tourism** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
4) **Lack of data and information** available to support the measurement of sustainable tourism implementation at an industry level as well as at a business level.
5) **Lack of triple bottom line focus** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
6) **Lack of capacity to implement sustainable tourism practices** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
7) **Lack of clear business case for sustainable tourism implementation** amongst SAE owners and managers.

It must be noted that the lack of a single definition of SAEs as well as the lack of understanding the role of SAEs as a sector in the economy were not explicitly identified as barriers to sustainable tourism implementation. However, these issues provide the context and parameters that validate the necessity of the framework. In recognising the importance to the smaller accommodation sector, stakeholders will recognise the need for a framework for sustainable tourism implementation that is specifically applicable to this sector.

7.3 Framework

7.3.1 Attributes of the framework

Based on the discussion of research results, it is evident that the framework for the implementation of sustainable tourism practices amongst SAEs must address all the barriers identified by providing implementable actions to overcome these barriers. In other words, each barrier identified must have an appropriate mechanism within the framework to overcome the barrier. Industry agreed that there was a need to collaboratively develop frameworks to overcome the barriers to sustainable tourism implementation within the smaller accommodation sector. Current models were deemed to lack scalability and replicability. Programmes are not well articulated and generally lack implementation guidelines (for example SANS 1162:2011 / certification), support and incentives and rely on voluntary adoption by tourism businesses.

As such, the framework must:

- Guide the formulation of appropriate policies to support sustainable tourism implementation from national, provincial and local government. Such policies are not only relevant to tourism entities, but also to the other government departments and other stakeholders.
- Help promote collaboration amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry resulting in uncoordinated efforts and contributing to the fragmentation of the sector. It must include a list of stakeholders in the smaller accommodation sector that are key role players in SAEs overcoming their barriers and ensure that their needs are addressed. It must provide mechanisms that will assist each role player (or stakeholders) to understand their roles and to contribute to SAEs overcoming the barriers to implementing sustainable tourism practices. These stakeholders have been identified in the exploration of the definition and aims of sustainable tourism in section 7.2.1.
- Help create awareness of sustainable tourism amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
- Redirect focus to triple bottom line impacts amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry, and provide supporting indicators.
- Promote capacity building to implement sustainable tourism practices amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
- Illustrate a clear business case for change to sustainable tourism implementation amongst SAE owners and managers, including the use of incentives;
- Guide the development tools for recording and sharing of data and information to support the measurement of sustainable tourism implementation at an industry level as well as at a

business level. The framework must provide a number of basic indicators which would aid in determining the size of the SAE sector, extracting comparative data to measure the relative performance of the SAEs and set benchmarks. The creation of a baseline for sustainable tourism implementation amongst SAEs will be critical and will consist of a set of businesses indicators, i.e. those that reflect the performance of the business on its own, and a set of industry indicators, i.e. those that reflect the performance of the industry as a whole;

The framework must further:

- Provide a recommendation on the definition of SAEs and a guideline for the common categorisation of accommodation establishments;
- Be flexible, scalable and adaptable and provide high level guidelines to link the various dimensions of sustainable tourism (as per the definition and aims of sustainable tourism by UNEP & UNWTO (2005)) to each other.
- Address all aspects of sustainable tourism as highlighted in the definition of sustainable tourism adopted by this research i.e. "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNEP & UNWTO, 2005, p. 12);
- Support sustainable tourism implementation as outlined in the 12 aims provided by UNEP and the UNWTO (UNEP & UNWTO, 2005).
- Address issues related to all phases of business, including start up, efficient operations and sustainable growth of SAEs;
- Provide mechanisms to help SAEs share challenges as well as knowledge so as to create stronger bargaining platforms for price negotiation with suppliers and policy negotiation with regulators.

7.3.2 Description of the framework

The literature review briefly assessed a number of frameworks, tools, toolkits and approaches that have been utilised in the context of sustainable tourism implementation worldwide and their potential to help overcome the barriers to sustainable and responsible tourism amongst SAEs. The broad industry survey suggested that grading and other forms of quality assurance are utilised as an additional mechanism. As illustrated in the literature review, none of the frameworks, tools, toolkits and approaches were deemed sufficient on their own to help overcome the identified barriers to sustainable tourism implementation amongst SAEs. For the purposes of this research, these are combined in a framework and used in conjunction with each other, together with additional actions to fill specific gaps identified by the research. In this manner, the framework brings together the findings from the research to achieve a single, holistic and comprehensive framework to overcome the barriers to sustainable tourism implementation amongst SAEs.

Further, the framework needs to address a wide spectrum of issues and requires rigid planning tools to execute sustainable tourism implementation in a structured approach. This framework must include approaches to stakeholder participation, development of collaborative implementation strategies, taking stakeholders through steps of awareness, commitment and participation to drive change, all as highlighted in references to models of change.

The UNESCO World Heritage Online Sustainable Tourism Toolkit (UNESCO, n.d.) – referred to as the UNESCO online toolkit from this point forward – provides comprehensive step-by-step guides and an iterative process that should be repeated throughout the life cycle of the implementation process. While this framework was developed for world heritage sites, it provides an excellent framework upon which a new framework for sustainable tourism practices for SAEs could be based. The UNESCO online toolkit follows similar steps that have been proposed by change models (Hayes, 2014; Dinica 2006). Accordingly, the framework developed for this research was broadly based on the key steps of the UNESCO online toolkit, with additional inputs having been gained from various other frameworks, tools, toolkits and approaches discussed throughout this research. These are elaborated in the following section, which discusses the main elements of the framework in more detail.

7.3.3 Who should use the framework?

The literature review, industry expert and participants in the broad industry survey and focus groups/individual interviews have identified policy makers, regulators, tourism businesses, marketing organisations, quality assurance organisations, value chain participants, associations, staff members, suppliers and providers of finance as some of the key stakeholders in creating a sustainable tourism industry. More specific to this research, all the stakeholders identified are involved with helping to create a more sustainable smaller accommodation sector, as was illustrated through, amongst others, the Porter's Five Forces Model (Porter, 2008) and Porter's Value Chain (Porter, 1991) utilised in the literature review. In other words, while SAEs are the target group that needs to implement sustainable tourism practices, they cannot do this on their own and they are critically dependent on other stakeholders to successfully implement sustainable tourism practices. However, it is critical that SAEs take ownership of the requirement to implement sustainable tourism practices. In analysing the unique attributes of responsible tourism vs those of sustainable tourism, it was noted in the literature review that responsible tourism is about taking responsibility within each stakeholder's business practices for implementing more sustainable practices. **Each individual stakeholder should therefore be able to use the framework.** The critical starting point for the framework to have a bigger impact is for **each stakeholder to involve additional stakeholders**. The framework should therefore be used as a road map. Each stakeholder will have a unique starting point with unique attributes and actions, but the final destination (goal), in each instance, is sustainable SAEs. In the overview of roles in section 7.3.5, the actions that each stakeholder need to take will be outlined.

7.3.4 Framework overview and discussion

Based on the findings to date, it is envisaged that the framework for overcoming the barriers to sustainable tourism implementation in SAEs will address issues of sustainability of the sector, collaboration amongst role players, mechanisms to enable the creation of a business case and incentives as well as indicators that assist individual business and the sector as a whole to overcome the barriers. Figure 7.2 illustrates the high-level process that will be followed to facilitate the implementation of sustainable tourism amongst SAEs. The process will be the same for all role players, and the starting point will be to identify role players and their roles. This is followed by an agreement on guiding principles for sustainable tourism implementation, creation of local context, the development of competitive strategies and the development of internal and external indicators, which will provide measurement of success and impacts.

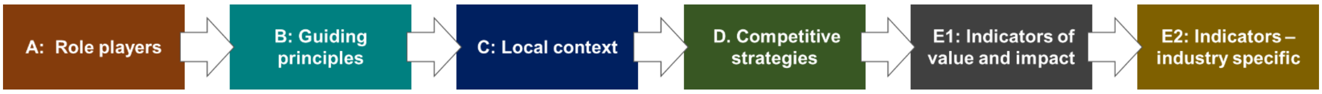


Figure 7:2: High-level process of the framework

The next section discusses the various elements of the framework which is shown in Figure 7.3.

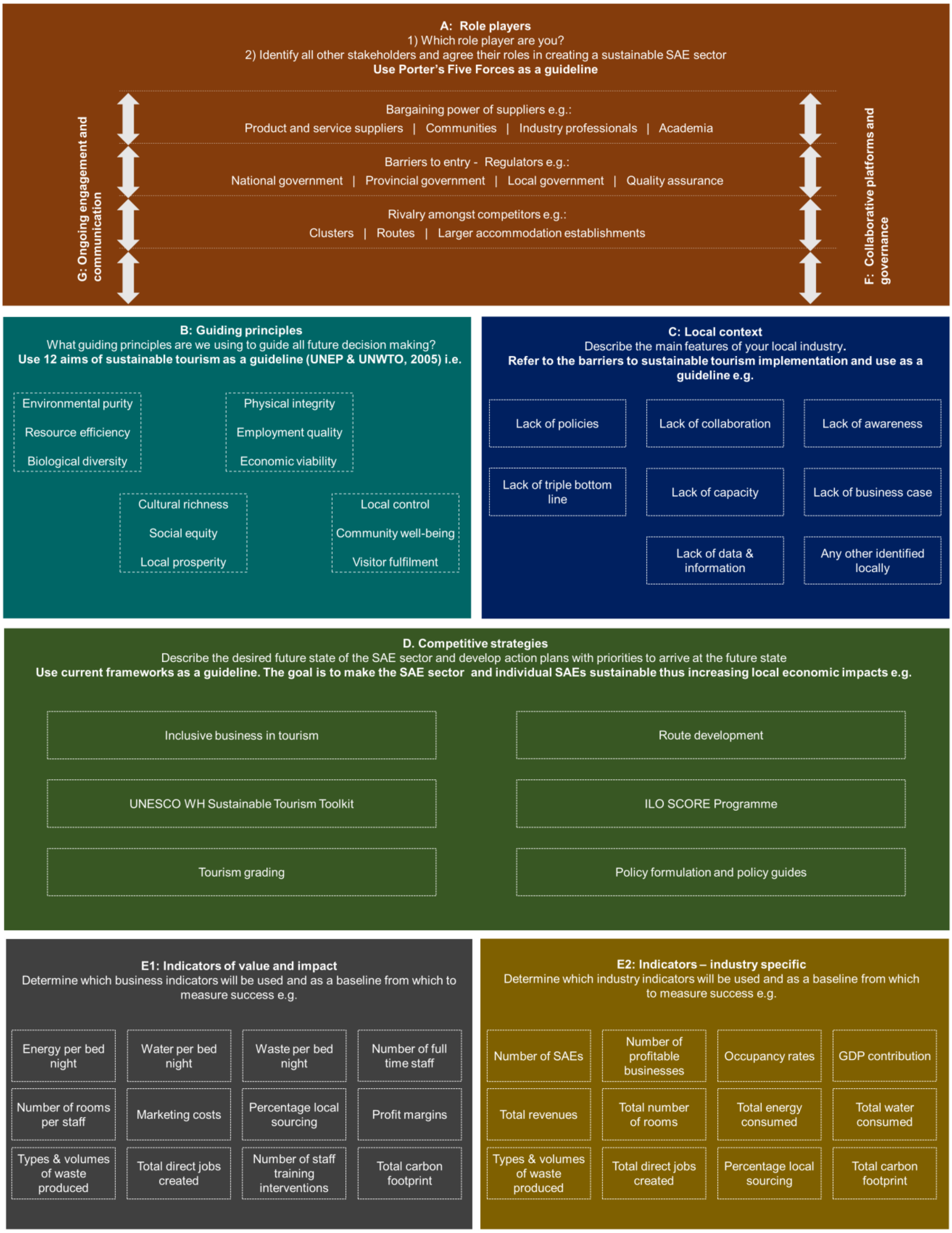


Figure 7.3: Framework for the implementation of sustainable tourism practices in SAEs

7.3.5 Role players (A. in Figure 7.3)

One of the key requirements for SAEs to become more sustainable, as highlighted in the literature review and the broad industry surveys, is strong collaboration amongst various key tourism stakeholders. The literature illustrated, through Porter's value chain model (Porter, 1991), that all tourism value chain participants have an opportunity to take responsibility to contribute to the sustainability of the industry. Porter's Five Forces Model has highlighted that SAEs are critically dependent on multiple stakeholders, for example regulators and suppliers to address key challenges faced by the businesses. The sustainability of the industry is dependent on all role players utilising opportunities within their areas of delivery to ensure cultural preservation, social upliftment, protection of heritage, reduction and management of environmental impact and ensuring economic prosperity of the host communities. The various role players that are covered by the definition of sustainable tourism have been considered in section 7.2.1 and are encapsulated in addressing the needs of visitors (or tourists), the industry, the environment (or environmental stakeholders) and community members. Table 7.3 provides a breakdown of the key role players as well as an overview of their high-level contribution in assisting SAEs to overcome the barriers to sustainable tourism implementation. What all stakeholders have in common is that they need to collectively and collaboratively implement sustainable tourism practices. In order to start the journey to mass scale change towards a more sustainable smaller accommodation sector, all role players need to realise what the business case is for sustainable tourism, and then adapt (change) to facilitate processes of adoption of sustainable tourism practices. In other words, concerted efforts will be required to implement change, and as such, a model such as the *Steps to Change* proposed by Hayes (2014) should be utilised in the execution of the framework.

Table 7.3 Role players in sustainable tourism implementation framework for SAEs

Role player	Description	Desired contribution to overcoming the barriers to sustainable tourism implementation
National government **Provincial government** **Local government**	As suggested by the *Tourism Dartboard* (Glen & Ungersbock, 2014) presented in the literature review, it is not only the Department of Tourism that plays a role in the sustainability of the industry, but many other government departments. Greater intra-governmental collaboration and cross sectorial policy formulation that support sustainable tourism are key success factors.	– Create a single simple definition and categorisation of SAEs through industry consultation; – Formulate policies that support the specific needs of SAEs through industry consultation; – Establish meaningful and effective incentives that stimulate mass scale adoption of sustainable principles (as outlined in section 2.8.2); – Support initiatives that promote large-scale collaboration through the use of relevant and appropriate mechanisms such as creative outposts, inclusive tourism or route development (as outlined in section 2.8.3, 2.8.5 and 2.8.6); – Enforcement of current policies, for example on BBBEE, grading and more sustainable business practices, so that businesses that have adopted these practices receive preferential business. This could include more effective policy implementation guides (2.8.8) as well as utilising tourism grading processes to assess adherence levels; – Facilitate cross-sectorial policy formulation and ensure inclusion of tourism plans and strategies in other development plans and strategies, for example integrated development plans. Policy implementation guides should be updated and simplified to assist with these processes; – Help create a single data platform and contribute to data collection efforts in the industry and provide data in a standardised and comparable format; – Provide funding or funding support for sustainable tourism implementation within clusters and at a mass scale. Funding should not only cover SAEs, but also other related tourism supply chain development.
SAEs	SAE owners, managers and staff	– Collaborate more closely with local tourism stakeholders to ensure that SAE specific needs are understood; – Take action towards understanding sustainable tourism practices and prioritising actions to implement such practices; – Support the efforts of other SAE stakeholders, including private sector, public sector and community stakeholders; – Utilise opportunities presented to become more competitive, for example through grading, through implementation of responsible tourism standards and through attaining BBBEE certification, thus becoming more aligned to the increasing competitive powers of the tourists;

Role player	Description	Desired contribution to overcoming the barriers to sustainable tourism implementation
		– Help create greater awareness of the benefits of sustainable tourism for industry and business, utilising platforms such as associations; – Contribute to the well-being of staff through appropriate labour relations (the ILO SCORE and TGCSA grading should provide solutions for labour relation issues); – Contribute to data collection efforts in the industry and provide data in a standardised and comparable format; – Join local associations and encourage consolidation of associations; – Start marketing initiatives to help make travellers aware of the impact of their choices.
Associations	Industry associations	– Acknowledge that the accommodation market is critically dependent on the specific offerings of destinations; – Understand the variety of reasons to visit a destination and effectively promote these to all relevant markets; – Promote quality complementary services which will ensure tourists needs are addressed within a destination; – Promote greater cohesion and collaboration amongst industry associations to reduce costs, not only of membership, but also through creating collective bargaining opportunities; – Act as a conduit between public and private sector and local community – be the voice of SAEs in the context of a sustainable industry; – Proactively support industry sustainability initiatives and encourage members to participate, provide inputs (data) and distribute information; – Start marketing initiatives to help make travellers aware of the impact of their choices.
Market access organisations	Marketing organisations, booking engines, travel agents, websites, SA Tourism, local tourism organisations and other	– Adopt a single simplified definition and categorisation of SAEs; – Support greater cohesion and collaboration amongst industry associations and individual businesses to reduce marketing costs; – Promote amongst industry participants the marketing of routes and destinations to complement marketing of individual businesses; – Proactively promote sustainable tourism as a real economic enabler and not only as a “front” to attract more tourists (Whitford & Ruhanen, 2010); – Develop own internal sustainable tourism policy which favours business that implements sustainable practices;

Role player	Description	Desired contribution to overcoming the barriers to sustainable tourism implementation
		– Help create awareness of sustainable tourism amongst tourists; – Provide additional search criteria to support SAEs that have adopted sustainable tourism practices (for example as has been included on www.southafrica.net).
Quality assurance organisations	TGCSA, AA quality assurance and other QA organisations	– Adopt a single simplified definition and categorisation of SAEs; – Contribute to data collection efforts in the industry and provide data in a standardised and comparable format; – Formulate grading standards that are affordable to SAEs and applicable to their specific needs. It is critical that quality assurance standards are refined in consultation with deep engagement with SAEs; – Increase the number of sustainability criteria for graded establishments in line with the requirements of SANS 1162:2011, including criteria from all four pillars of responsible tourism; – Build on existing relationships and networks with the SAE sector to increase the uptake of sustainable tourism practices, thus achieving greater alignment to the UNEP and UNWTO definition of sustainable tourism (UNEP & UNWTO, 2005); – Participate in marketing initiatives to help make travellers aware of the impact of their choices.
Communities	Community organisations, residents / community members, NGOs	– Proactively participate in tourism related initiatives to ensure greater local levels of cohesion and collaboration amongst tourism stakeholders; – Offer information about SMME/community business initiatives that could provide products and services to the tourism industry and encourage greater supply chain participation (for example in line with inclusive tourism principles); – Work with industry organisations to find areas of supply chain activation; – Participate in marketing initiatives to help make travellers aware of the impact of their choices.

Role player	Description	Desired contribution to overcoming the barriers to sustainable tourism implementation
Value chain participants / suppliers	Suppliers are the providers of products and services to the smaller accommodation sector, including any item which would appear in the annual, monthly, weekly or daily cost items of an SAE	– Focus efforts to re-evaluate market share of SAEs and to understand SAE specific product and service needs; – Develop products and services that support SAE needs (assess the sustainability – Provide opportunities for savings (for example via associations) and could include, for example, financial services, licence providers, quality assurance companies, amenities providers, utility providers.
Tourists and tourism buyers	Tourists and other intermediary buyers for example travel agents, tour operators and corporate travel planners	– Adoption of travel policies that support current initiatives by SAEs such as grading, BBBEE and more sustainable business practices; – Contribute to more a sustainable tourism industry through awareness of the specific behavioural changes required from tourists, for example supporting SAEs, smaller tourism businesses within a destination, awareness of energy and water consumption.
Industry professionals and service providers	Certification organisations, standards organisations (for example SANAS and SABS)	– Agree on a single definition and simpler categorisation of SAEs; – Promote the role of SAEs in the achievement of a sustainable tourism industry; – Contribute to research and data collection that will support SAE sustainable tourism implementation programmes; – Help develop policies and strategies that speak to the needs of SAEs and the communities they operate in; – Support greater cohesion and collaboration amongst industry stakeholders and individual businesses to improve sustainable tourism adoption; – Collaborate more closely with local tourism stakeholders to ensure that SAE and community specific needs are understood and can be collectively addressed; – Facilitate the implementation of sustainable tourism amongst SAEs in the context of a holistic framework that involves all relevant stakeholders that are required to ensure mass scale adoption towards a sustainable industry; – Support business development and incubation, capacity building, skills development and training in the context of the framework provided; – Participate in marketing initiatives to help make travellers aware of the impact of their choices.

Role player	Description	Desired contribution to overcoming the barriers to sustainable tourism implementation
Academia	Secondary and tertiary institutions in and around clusters	– Participate in the programmes through creating awareness of opportunities, especially amongst youth; – Contribute to research and data collection that will support SAE sustainable tourism implementation programmes; – Partner with SAEs via associations for student internships and ensure that training criteria are set in accordance with 12 guiding questions; – Participate in marketing initiatives to help make travellers aware of the impact of their choices.
Investors	Funders, donors, financial institutions	– Acknowledge that SAEs are an important economic contributor; – Find new ways assessing the risks of SAEs in the context of sustainable tourism implementation as outlined in the framework; – Set reasonable and measurable targets; – Simplify application processes and criteria; – Contribute to research and data collection that will support SAE sustainable tourism implementation programmes; – Work in partnership with SAEs and other tourism stakeholders.

The list of role players included in Table 7.3 may not be an exhaustive list. Each group of tourism businesses will have their own local context and their own collection of role players and stakeholders. Table 7.3 can therefore be utilised as a starting point to map role players for each initiative undertaken in the cluster. Role players are indicated as **A.** in the framework in Figure 7.3. The role players impact on and contributento the sustainability of the industry and the individual SAEs can be determined through, for example, the utilisation of Porter's Five Forces Model, as was outlined in both the literature review and the broad industry survey. Once each role player has been idenitfied, it is essential to categorise the role players, i.e. are they policy makers, regulators, suppliers, buyers of competitors? From there, it will become clear what each stakeholder's contributions will be.

7.3.6 Guiding principles (B. in Figure 7.3)

As illustrated in the broad industry survey and the focus groups/individual interviews, SAEs have very different interpretations of sustainable tourism. The industry experts also agreed that greater awareness should be created amongst SAEs of sustainable tourism practices. In the analysis earlier in this chapter, it was proposed that the 12 aims of sustainable tourism outlined by the UNWTO and UNEP (2005) definition of sustainable tourism are universally adopted and made relevant to SAEs.

According to Tewes-Gradl, van Gaalen and Pirzer (2014), “inclusive business in tourism describes an attitude rather than a new business solution” (p.17). The UNESCO online toolkit provides a specific guide for addressing visitor behaviour (guide 8). Therefore, in the development of strategies towards sustainable tourism implementation amongst SAEs, it is critical that all role players adhere to certain behaviours, as the achievement of collective goals within a specified framework requires a set of intrinsic values to be adopted by role players (Business Dictionary, n.d.; The Free Dictionary, n.d.). The UNEP and UWTO guide provides such a set of values in the form of the 12 aims of sustainable tourism (UNEP & UNWTO, 2005). As the proposed framework considers the achievement of sustainable tourism practices, it is critical that all role players are guided in their planning and decision-making by these principles or values. In other words, to become more sustainable, the SAE sector and the relevant role players will need to take into account each of the twelve principles. The principles can therefore be turned into questions, as shown in Table 7.4. Working with these questions, each stakeholder takes greater ownership in accordance with the fundamental principle of responsible tourism, which requires all stakeholders to take responsibility for their actions (Langalibalele, 2012).

Table 7.4: The 12 questions about sustainable tourism – adapted from UNEP and UNWTO (2005, p.5)

1. **Economic viability**: What actions have we taken to ensure that the enterprises in our destination and our destination are viable and competitive so that we are able to continue to prosper and deliver benefits in the long term? (for example: Have we created good policies? Have we provided incentives or discounts to reduce business costs)
2. **Local prosperity:** How are we maximising the contribution of tourists to ensure the prosperity of our destination, including the proportion of visitor spending that is retained locally? (for example: Have we ensured that local businesses are fully integrated into the tourism value chain? Are we channelling the income from tourism to the right initiatives such as community-based projects or conservation?)
3. **Employment quality:** How are we increasing the number and quality of local jobs created and supported in our destination, in line with industry standards, including the level of pay, conditions of service and availability to all without discrimination by gender, race, disability or in other ways?
4. **Social equity:** What have we done to ensure widespread distribution of economic and social benefits from our businesses and from tourism throughout our local communities, including improving opportunities, income and services available to the poor? (for example: Have we proposed to tourists that they partake in other local cultural activities, visit our natural areas or purchase from local artists?)
5. **Visitor fulfilment:** What actions have we taken to provide a safe, high quality, satisfying and fulfilling experience for all our visitors, regardless of gender, race, disability or other characteristics? (for example: Have we implemented universal accessibility (UA) principles adequately? Have we engaged local policing and security stakeholders to illustrate the value that tourism brings to the area?)
6. **Local control:** How are we working with and empowering local communities in planning and decision-making about the management and future development of tourism in our area, in consultation with all other stakeholders?
7. **Community well-being:** How are we maintaining and strengthening the quality of life in local communities, including social structures and access to resources, amenities and life support systems, avoiding any form of social degradation or exploitation? (for example: Do we know all the tourism products in our area and are we aware of the types of business practices that they promote?)
8. **Cultural richness:** What have we done to show respect for and enhance the historic heritage, authentic culture, traditions and distinctiveness of our communities? (for example: Have we provided consistent and adequate information to visitors on our local heritage? Have we provided information to tourists of important local customs and cultural practices?)
9. **Physical integrity:** What actions are we taking towards maintaining and enhancing the quality of our natural and man-made landscapes, both urban and rural, and avoiding the physical and visual degradation of the environment?
10. **Biological diversity:** How are we supporting the conservation of natural areas, habitats and wildlife, and what are we doing to minimise damage to them?
11. **Resource efficiency:** How are we reducing and minimising the use of scarce and non-renewable **resources** in our businesses and within our communities? (for example: What have we implemented to reduce energy consumption and water consumption?)
12. **Environmental purity:** How are we reducing and minimising our contribution to the pollution of air, water and land **and** the generation of waste by our businesses, tourists and communities?

The 12 guiding principes are indicated as **B.** in the framework in Figure 7.3.

7.3.7 Local context (C. in Figure 7.3)

The industry experts agreed that uniform policies do not exist across South Africa for the implementation of sustainable tourism practices. The broad industry survey illustrated a highly-fragmented market, where a multitude of associations represent SAEs. Urban-based and rural-based SAEs have different challenges in the context of sustainable tourism implementation, for example level of awareness, how sustainable tourism is defined and the engagement of local communities appeared to be less accessible to urban-based establishments and the availability of local community-based suppliers may differ vastly. The broad industry survey also showed that each SAE attracts a different market – this is related to what local tourist attractions exist i.e. the reasons for travel. These insights illustrate that each area or region will have a different make-up of SAEs, for example categories, grading status and number of establishments – as indicated in the broad industry survey. These insights collectively create local context.

Through engagement of other SAEs, public and private sector stakeholders and local communities, it is critical to gain an understanding of the local context within which SAEs operate. The local context will include internal and external factors which impact tourism sustainability and will help identify the specific local barriers to sustainable tourism implementation. An example of the types of insights that would be gained from developing the local context is provided below. The local context can be represented by tourism stakeholders in a short document which describes the tourism industry under the main points below. Additional points may be added where more information is required or points can be left out if they are not relevant.

- The policies requirements for the implementation of sustainable tourism amongst SAEs, for example:
    - Type of setting of a destination, for example heritage-based, conservation-based, nature-based;
    - Types of tourism attractions (or the reasons why tourists come to the area), for example beaches, mining, hospitals;
    - Current governance levels of existing tourism attractions (publicly owned);
    - The current condition of these (for example natural areas, heritage sites, cultural sites, specific types of business activities such as mines or conference centres);
    - Current state of supporting infrastructure, for example roads, sanitation, water, electricity and communication;
    - Level of business registration and compliance – and the reason for the current level (whether high or low);
    - Types of tourists the area attracts currently and wants to attract in future;

    - Opportunities to formulate conducive policies that will encourage SAEs to implement sustainable tourism practices, for example rates and tax rebates.
- The level of collaboration that exists currently and platforms for collaboration, for example:
    - Number of private and public associations, chambers and forums currently and their various focus areas and purpose;
    - Opportunities for greater cross sectorial collaboration within public sector;
    - Opportunities for private businesses to share supply chain opportunities;
    - Level of overlap amongst these and opportunities to pool / share resources;
    - Number of businesses that belong to each forum and the opportunities to increase membership / participation;
    - Level of fragmentation in marketing initiatives and opportunities to combine these, for example through marketing of a destination instead of an individual business.
- Understanding the level of awareness of sustainable tourism practices amongst SAEs:
    - Current quality and service levels and those desired in future;
    - Current levels of sustainable tourism implementation of, for example, water saving, energy saving, waste management, local sourcing;
    - Levels of participation in sustainable tourism initiatives.
- Opportunities at a local level to include all aspects of triple bottom line:
    - Specific local issues in relation to environmental threats; social stability, poor service delivery, lack of infrastructure, low levels of education or poverty, for example:
        - Impacts on businesses if poverty does not decrease;
        - Level of dependence on the natural environment of tourism;
        - Current conditions of the natural environment and impacts if degraded.
- Capacity to implement sustainable tourism practices, for example:
    - Availability of funding, for example from financial institutions;
    - Availability of incentives;
    - Level of sustainable tourism knowledge locally;
    - Availability of services, for example electricians that sell and install solar panels;
    - Municipal budgets allocated to tourism;
    - Existence of integrated development plans;
    - Existence of local development programmes in tourism, for example existing community-based tourism programmes or other SAEs that have implemented sustainable tourism practices.
- Existence of a business case for sustainable tourism implementation:
    - Current and historic tourism volumes and resulting occupancy;
    - Current tourism capacity, for example number of rooms (or bed nights) available as well as visitor volumes for attractions and activities;
    - Impacts of increased tourism volumes on businesses and industry in terms of revenue;
    - Additional job creation opportunities;

    - Short-, medium- and long-term impacts of decreased business costs due to operational efficiencies;
    - Investments required for operation efficiency improvement;
    - Opportunities to share resources, knowledge and negotiate better rates through increased bargaining power.
- Current data and information available on the performance of the tourism industry and of SAEs including internal and external indicators, for example:
    - Revenues from tourism and tourism events;
    - Sources of revenue;
    - Distribution of revenue:
    - Types and sizes of accommodation establishments available;
    - Current performance of SAEs, for example profitability, resources consumption, waste practices.

The following tools can be used to determine the key barriers that need to be overcome by SAEs in the local context, for example:

- **Porter's Five Forces Model** (Porter, 2008) can be used to identify specific issues related to profitability and long-term sustainability for example high costs of certain suppliers, weak policies that impact businesses, inadequate marketing strategies, low occupancy rates, quality and standards, and others.

- **UNEP and UNWTO (2005)** ***Making tourism more sustainable – A guide to policy makers*** can be utilised to highlight the types of policies that need to be implemented to support SAEs. The local context will provide an outline of what currently exists, what is superfluous or what is lacking.

- **The SANS 1162:2011 (SABS, 2011)** could be used as a guide to understand the triple bottom line impacts that need to be achieved by SAEs, for example, environmental best practice, cultural and social best practice, economic best practice and operational best practice.

- **Grading standards (TGCSA, 2015)** could be used to express the desired quality to be achieved.

- **The UNESCO online toolkit (UNESCO, n.d.)** describes methods and types of questions asked for obtaining local context and involves data collection, analysis of data and determining data gaps. As shown in the broad industry survey and the focus groups/individual interviews, data collection remains a challenge for SAEs.

Once the local context and local issues have been determined, role players and methods to overcome these issues need to be identified. As noted in the *Destination: Mutual benefit – A guide to inclusive business in tourism* (Tewes-Gradl, van Gaalen, & Pirzer, 2014) (IT GUIDE), the needs of the poor must be contextualised within the needs of local tourism businesses, and in particular SAEs. This can be extrapolated into understanding the environmental, social, cultural and economic needs within a destination and relating this to the needs of local SAEs. Two examples are provided below:

Example 1: If low levels of employment persist in an area, how could SAEs help alleviate this through their operations? They could achieve improvement through creating greater operational efficiencies, resulting in reduced costs, opening up more opportunity to employ additional staff, which will likely result in better service levels. This process can be supported by the collection of baseline data, for example, current energy consumption per bednight as well as energy cost, investment to reduce consumption, consumption per bednight after implementation and payback period of investment through savings.

Example 2: Water restrictions imposed due to drought in the area could motivate SAEs to implement more efficient taps and grey water recycling systems so that tourists effectively place less stress on local resources.   This, in return, will also help resource-constrained community members to secure future water resoures. This process can be supported by the collection of baseline data, for example, current water consumption, current volumes of greywater, investment to recycle grey water, water consumption after implementation and payback period of investment through savings.

What is critical to realise from these two examples is that if one ten-bedroom accommodation establishment were to implement the measures proposed, the impacts on local communities would be minimal. However, if 20 establishments collectively and collaboratively implemented these measures, they would be more likely to have a measurable and definite impact. The "bargaining power" of the SAE sectors to effect change increases with the level of collaboration amongst SAEs.

Various role players will have different roles to play in order to help SAEs overcome barriers. As mentioned in the literature review, various frameworks, tools, toolkits and approaches already exist and are readily available on the Internet. It is therefore critical that role players select an approach that works best for them in an effort to overcome barriers. As an example, guidelines such as the SANS 1162:2011 (SABS, 2011), in conjunction with *The Responsible tourism manual for South Africa* (Spenceley, *et al.,* 2002) and *The South African tourism planning toolkit* (NDT, 2010) could be useful tools for local government officials.

Local context is indicated as **C.** in the framework in Figure 7.3.

7.3.8 Development of strategies (D. in Figure 7.3)

Once the local context has been created and gaps and barriers have been identified, role players need to develop strategies to best address sustainable tourism implementation in SAEs. As suggested in the UNESCO online toolkit (UNESCO, n.d.), more concise and simple strategies will be easier for all relevant stakeholders to buy into and understand. The aim will be to develop a plan that will enable the

SAE owners and managers to commence the journey to sustainable tourism implementation. According to the UNESCO online toolkit (UNESCO n.d.), it is critical to do an analysis of strengths, weaknesses, opportunities and threats (SWOT) to determine stakeholder concerns, key threats to long-term sustainability, the key aspirations for individual businesses, role players and the destination and the key opportunities.

From the various aspects considered within the local context, it is important then to create a vision or desired state of the future, for example, as outlined in *Route development planning* (Lourens, 2011). The 12 aims of sustainable tourism (UNEP & UNWTO, 2005) can be utilised for guidelines to establish the desired future state. Actions need to be developed to achieve this desired state. At this point, it is important to start prioritising activities, as it will not be possible to implement everything at once. Establishments need to extract the items that they can do themselves, without external input. It is clear from the description of roles in Table 7.3 that there are certain actions that SAE owners and managers are able to do on their own, but other actions require collaboration amongst various role players. Some examples are provided below:

- **SAE owners / managers:** Reduce energy and water consumption within their establishments.
- **SAE owners / managers with local government and communities:** Separate waste in establishments (SAE owners and managers); create policies and provide licenses for waste collection and disposal or recycling (local government); develop small businesses that collect and dispose of waste (community organisations and members as well as business incubators).
- **SAE owners / managers with associations and suppliers:** Identify key cost drivers and determinants of profitability within SAEs (SAE owners and managers), prioritise these (SAE owners and managers with associations) and negotiate collective price reductions (associations and suppliers).

According to the IT Guide, the opportunities for a destination are multiple, but in this instance the SAEs need to assess what opportunities exist within their own value chains. Building on the examples provided in the IT Guide (Tewes-Gradl, van Gaalen, & Pirzer, 2014) and SANS 1162:2011 (SABS, 2011), some examples of where SAEs could have a supply chain impact are provided in Table 7.5. Strategies should be developed for all to benefit from the unique opportunities presented by a specific destination, such as, for example, World Heritage Sites (UNESCO, n.d.), Creative Outposts (Brouder, 2012) or Route Development (Lourens, 2011). As outlined in the UNESCO online toolkit (UNESCO, n.d.), strategies should contain key elements that consider the main issues affecting SAEs, identify opportunities for SAEs to improve current performance, propose solutions for overcoming capacity and skills and provide steps required towards delivering the desired outcomes. Figure 7.4 illustrates examples of various tools that could be used for various aspects of sustainability implementation (for example Porter's Five Forces Model and tourism grading).

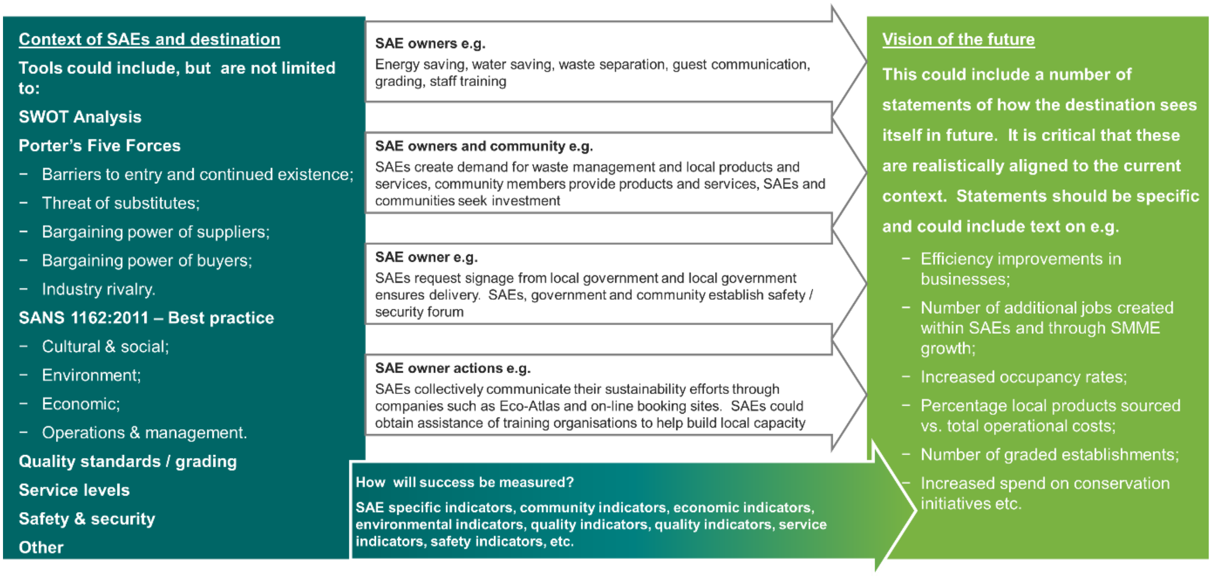


Figure 7.4. Strategies to move from current context to future state

Additional tools and frameworks that could be used to develop strategies and implementation plans are indicated as **D.** in the framework in Figure 7.4.

Table 7.5: Examples of how to support supply chain – SAEs

- **Maintenance and services:** SAEs could collectively engage the service of local plumbers and electricians in order to ensure adequate demand for sustainable local businesses. Collective efforts with relevant regulatory bodies will be required to ensure that local SMME electricians, plumbers and other services meet relevant industry standards.
- **Activities:** SAEs could proactively promote the services of, for example, tour guides or activities such as bird watching to complement tourist experiences. Collective efforts with relevant customer services training organisations and tourist guide registrars will be required to ensure that local SMME activity companies have correct licenses and that vehicles are in good condition.
- **Arts and craft:** SAEs could integrate local art and crafts in their décor and offer these items for sale to tourists. SAEs could replenish these with work from the same or alternative artists and crafters. Items such a ceramic bowls could be used when serving meals. Tourists could be encouraged to support local artists and crafters.
- **Food and beverages:** Locally-produced confectionary or homemade beverages could be served to guests. Collective efforts with relevant quality assurance organisations will be required to ensure that local SMME transportation companies have correct licenses and that vehicles are in good condition. Tourists could be encouraged to support local suppliers.
- **Transportation:** SAEs could collectively make use of local tour operators and transport companies to transport guests. Collective efforts with local authorities will be required to ensure that local SMME transportation companies have correct licenses and that vehicles are in good condition.
- **Nature conservation:** SAEs could contribute to local conservation efforts, especially those that contribute to local job creation (such as the &Beyond programmes) through creating awareness amongst tourists of relevant conservation issues and adding a small conservation levy to bills. Other examples include carbon offset programmes which require a small additional levy per bed night and SAEs could make an effort to help set up local carbon offset programmes.
- **Construction:** Local cultural or historic construction methods and styles as well as methods that are sensitive to the environment should be supported. Local SMME builders should be encouraged to learn these methods of construction and incentivised to do so through collective support from SAEs.

Adapted from Tewes-Gradl, van Gaalen, & Pirzer (2014, p. 12)

As discussed in the literature review, SAEs seldom operate as a tourism destination in themselves. They mostly are providers of accommodation services within the context of an existing tourism value chain (Dr M. Roets [CEO Scientific Roets (Pty) Ltd), personal communication, April 29, 2015). The ultimate aim is for SAEs to remain sustainable within a sustainable tourism sector, a sustainable economy, a sustainable environment and sustainable communities. It is critical that while local context will highlight specific issues in a destination, strategies and plans formulated must address the lack of appropriate policies, the lack of collaboration, the lack of awareness, the lack of triple bottom line focus, the lack of capacity, the lack of business case of sustainable tourism implementation, and the lack of data and information, which are all critical for the sustainability of SAEs. Competitive strategies must address all aspects of sustainable tourism, as outlined in the UNEP and UNWTO (20050 definition, and as suggested by the literature review (Figure 2.3) and through the broad industry survey and focus groups/individual interviews, i.e.:

- Environmental impacts;
- Cultural and social impacts;
- Economic impacts;
- Operational and management impacts;
- Service excellence standards and quality standards and access;
- Market access;
- Compliance;
- Collaborative efforts to ensure sustainability.

7.3.10 Indicators of value and impacts (E1 and E2. in Figure 7.3)

The lack of data and information available on the performance of SAEs, the relative role that the smaller accommodation sector play in the tourism industry, their contribution to job creation and their potential contribution to the green economy have been highlighted in many areas of this research. It is therefore critical in order to gain support and buy-in from various role players, to quantify the value and impact that SAEs will have within the local context. While the UNESCO online toolkit specifically refers to the additional tourism products and services that will be developed within a destination as a result of sustainable tourism implementation, this is not the focus of this framework. The focus is first to help SAEs become more sustainable which will have the outcome of more products and services being established. As such it is key for SAEs and other role players to develop a set of indicators that will aid in creating buy-in and commitment from other role players, whether they be other SAEs, community members, tourists, investors, suppliers or local governments representatives. The indicators will also help to develop a clear business case for change, with a focus on the triple bottom line impacts of sustainable tourism businesses.

As highlighted by the industry experts, internal and external indicators should be used. Internal indicators measure the performance of the SAEs themselves (shown as E1 in Figure 7.3) and external indicators measure the performance (shown as E2 in Figure 7.3) of the industry within the local context.

Some suggestions made by the industry experts are included below, and could be either qualitative or quantitative.

INTERNAL INDICATORS (non-exhaustive list)

1) Resource efficiency improvements within establishments measured against the bed nights, for example:
   a) Water consumption;
   b) Energy consumption;
   c) Food consumption;
   d) Amenities consumption;
   e) Waste created – wet and dry waste;
   f) Carbon footprint;
   g) Green / local products purchased.

2) Progress made on sustainable tourism implementation – number of measures implemented (also refer to Eco-Atlas symbols), for example:
   a) Energy saving;
   b) Water saving;
   c) Green sourcing;
   d) Local sourcing;
   e) Waste recycling;
   f) Carbon offset;
   g) Other, as per the criteria of SANS 1162:2011 (SABS, 2011);
   h) Decrease in alien invasive plants / increase in indigenous plants.

3) Establishments grading or quality assurance, for example:
   a) Current grading / quality assurance level;
   b) Number of years grading / quality assurance has been maintained.

4) Implications of Porter's Five Forces model, for example:
   a) Operational cost reductions over time;
   b) Increase in occupancy rates over time;
   c) Collective bargaining power (number of establishments belonging to single association);
   d) Improvement in overall quality standards and/or customer satisfaction levels;
   e) Change in overall profitability.

EXTERNAL INDICATORS (non-exhaustive list)

1) Measurement of change at local community level:
    a) Total resource consumption improvement;
    b) Total GDP contribution of SAEs to local economy;
    c) Number of direct jobs created by this sector;
    d) Corporate Social Investment (CSI) spend of this sector in communities;
    e) Value of conservation levies raised;
    f) Level of leakage;
    g) Multiplier effect improvements;
    h) Number of policy changes;
    i) Impacts of policy changes.

2) Resource efficiency improvements within establishments measured against bed nights, for example:
    a) Per establishment;
    b) Per sub-sector;
    c) Per sector;
    d) Per town;
    e) Per region.

3) Tourist communication / feedback, for example:
    a) Total value of marketing vs total spend (value needs to increase, spend needs to reduce);
    b) Number of participants in the sustainable tourism implementation programme and contribution;
    c) What do the tourists say?
    d) What do the establishments communicate to tourists (marketing)?

7.3.11 Collaborative platforms and governance (F. in Figure 7.3)

During this phase, it will be critical to agree on how the implementation of strategies will be governed, i.e. who will make sure that things happen the way they should, and how will this be monitored? If this phase is not managed carefully, barriers such as the lack of appropriate policies, the lack of collaboration and lack of data and information will remain an issue. Depending on the existing structures in place (for example private sector associations or public sector local tourism organisations), it will be critical to establish terms of reference (UNESCO, n.d.). In other words, what will need to be done, by when does it have to be done, who will be responsible and accountable and how will success be measured? In most clusters or towns, as shown in the broad industry survey, it is likely that there will already be existing associations and business chambers that have been running for a number of years. It is critical that further fragmentation in the market is avoided by utilising – and where possible consolidating – local associations and other role player functions. In cases where many different associations exist, collaborative platforms should be established that include representatives from associations, local government departments, local community members and community organisations. Leadership, either through existing structures or through local champions, needs to be established to ensure that role players are informed, engaged and on-board on an ongoing basis. Once these measures have been put in place, the next phase of sustainable tourism implementation is to develop strategies for addressing the local context of SAEs.

Specific capacity gaps need to be identified and measures added to the overall implementation plan to help overcome the capacity issues. As an example, should there be inadequate knowledge to implement resource efficiency amongst SAEs, a recognised programme that has access (or could obtain access) to funding should be approached to support the implementation. This should be added to the implementation strategies and plans.

As suggested by the UNESCO online toolkit (n.d.), governance will be critical in the long term to sustain whatever changes are brought about. Hayes (2014) emphasised that the role of local tourism offices cannot be underestimated as they could support the continuity of programmes.

At this point, it is critical to understand each role player's mandates and priorities, for example, if a local government department has the mandate to ensure that roads are maintained, then the maintenance of roads need to be linked to the benefits that tourism will bring. Appropriate governance needs to be put in place to ensure that current priorities in a destination support the priorities of a sustainable tourism implementation programme for SAEs. With reference to the NTSS (NDT, 2011), this is the desired future state in South Africa. Other overarching policies such as the national development plan and the rural development plans may need to be referenced to gain insights on how those have filtered through to a local level. The IT Guide refers to "working in partnership" (Tewes-Gradl, van Gaalen, & Pirzer, 2014, p. 17), and further discusses means by which role players could engage to work towards the same goals. "Codes of conduct" (p. 19) are suggested, but the guiding questions provided in Table 7.4 will be a good starting point to align the behaviours and actions of role players. It is critical that where role players represent different organisations, for example tourism associations, local government or local SMMEs, all relationships are governed by formal memoranda of understanding and / or agreement, to ensure commitment and agreed delivery.

This phase of the implementation will also determine what data needs to be collected, in what format it will be collected, how it will be collected and by whom. As shown in various different parts of this research, the lack of consistent and comparable data and information is a critical barrier in the sustainability of the SAE sector. The value of proper robust data collection on an ongoing basis cannot be overstated. The next phases of implementation discussed below, i.e. value and impacts, monitoring and investment, will only succeed if proper data collection is undertaken. The UNESCO online toolkit states that their first four phases, i.e. Understanding, Strategy, Governance and Engagement are the foundation phases, without which the subsequent core delivery phases, i.e. Communication, Infrastructure, Value, Behaviour, Investment and Monitoring, will not succeed. However, it has been shown by this research that data availability is such a fundamental requirement, that it can be viewed as the thin thread on which success is suspended – refer to Figure 7.5.

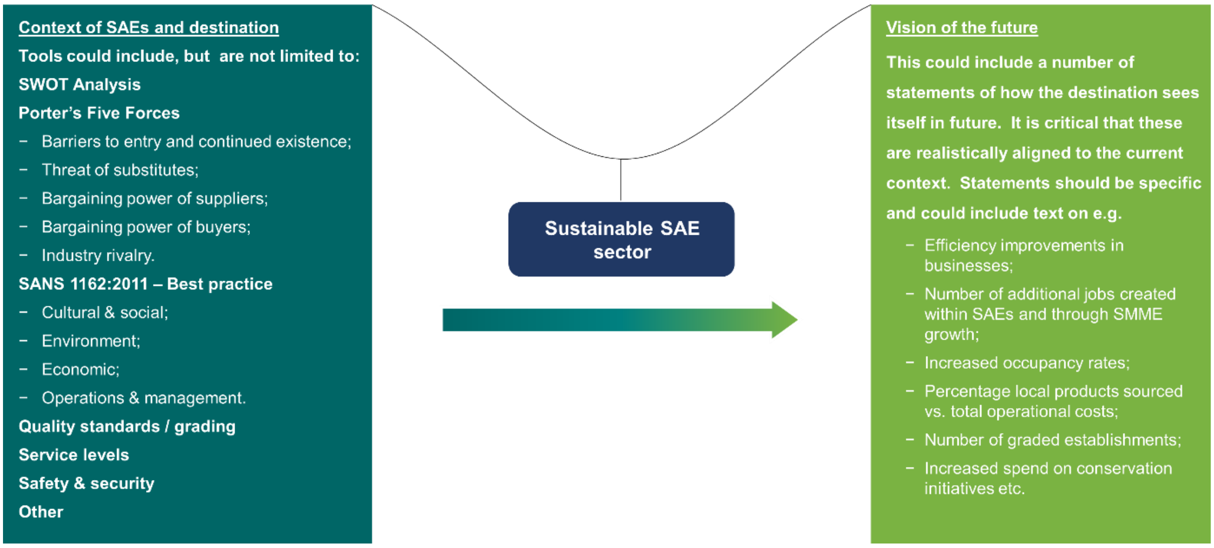


Figure 7.5. Importance of data to the sustainability of the SAE sector

Whether new platforms are created or existing ones utilised, it is critical that the collaborative platforms include the right role players. Collaborative platforms are indicated as **F.** in the framework in Figure 7.3.

7.3.12 Ongoing engagement and communication (G. in Figure 7.3)

At this point, the work that has been done to date will likely have only included a small number of local role players. In line with models of change (Hayes, 2012), the recommendations of the UNESCO online toolkit (UNESCO, n.d.) and the recommendations of the IT Guide (Tewes-Gradl, van Gaalen, & Pirzer, 2014), engagement of broader stakeholder groups now becomes increasingly important. In line with the suggestions of the Tourism Dartboard (STPP, 2014), the SAE is at the heart of change, and therefore SAEs will need to buy into the change first. It will be critical at this point to create business cases for change amongst SAE owners and managers, and that mutual benefits are quantified (Tewes-Gradl, van Gaalen, & Pirzer, 2014).

As opposed to the suggestions of the UNESCO online toolkit, engagement and communication has been combined for the purposes of this framework. The reason is that engagement cannot happen without communication, and communication cannot happen without engagement. The two concepts are inseparable, as once engagement has happened, ongoing communication will ensure ongoing engagement. The group that will govern all future implementation initiatives will have been established by now.

It is critical that this group finds mechanisms locally to help them engage with the relevant role players listed in Table 7.3 which includes the tourist as a role player. As pointed out by the individual participant from Vereeniging, in the individual interviews, the theory of engaging with local communities is always easier than the practice. The correct forums for engagement of each of the role players and the correct methods of communication with each role player need to be established. According to the IT Guide, "inclusive business ecosystems are defined as communities or networks of interconnected, interdependent players whose actions determine whether or not a company's inclusive business model will succeed" (Tewes-Gradl, van Gaalen, & Pirzer, 2014, p. 31). Each town and area will have its own unique channels and networks (for example existing associations or route forums), but tourism offices, local media, online media, local community forums, existing chambers and associations, local conservation organisations, schools and local suppliers of products and services will be good places to start (UNESCO, n.d.). It is critical that formal engagements and communication initiatives are scheduled and communicated to relevant role players, so as to ensure maximum participation. It is also critical that the methods of engagement and communication provide two-way communication opportunities, where all viewpoints can be heard and new ideas can be extracted from local role players (UNESCO n.d.).

Each engagement and communication must have set objectives aimed at aligning all role players to the various phases of change to be effective, as suggested by Dinica (2006), i.e. 1) providing information, 2) creating motivation, and 3) set in motion change in the behaviour of people and application of resources. Each form of communication must also ensure that role players take strides forward in collaboration towards a more sustainable SAE sector.

7.3.13 Investment and funding (not indicated on the proposed framework)

A key barrier that was identified in the implementation of sustainable tourism implementation amongst SAEs is the lack of capacity to do so. It was also highlighted (for example in the broad industry survey and the focus groups/individual interviews) that not only access to funding has been lacking, but also that tourism is generally viewed as a high-risk investment by investors. The need for greater stakeholder collaboration and collection of good data cannot be overstated. It is critical to determine from the previous steps that looked at implementation strategies and plans, what the overall funding needs are. Then the benefits need to be explicitly stated and the governance structures and data generated to support the implementation, must be illustrated. This will provide a basic business case, which is what any investor would require. Specific additional information should be added, based on the needs of the investor.

The framework as a whole will be the basis for the business case for investment. It will explain to investors:

- What the SAE sector wants to achieve within the local context;
- Who the role players are;
- What each role player's role is;
- What the guiding questions are that govern decisions and actions;
- What the vision of the future is and the strategies and plans to implement this;
- How and by whom initiatives will be governed;
- What indicators will be used for success and how data will be collected;
- Who the beneficiaries are;
- How engagement and communication with role players will happen.

According to the UNESCO online toolkit (UNESCO, n.d.), there are four potential sources of funding, which will be discusses below.

Levies and Taxes: Although taxes in the South African context are not necessarily directly accessible for programmes, there are a number of governmental institutions, such as the Department of Trade and Industry, the Department of Environmental Affairs, the Department of Energy, the Department of Tourism and others that provide funds from time to time to development initiatives at a national, provincial, and local level. It is critical that the role players in the SAE sustainable tourism implementation programme include public sector role players who can assist projects to navigate through institutional frameworks and public sourcing rules and processes. Unfortunately, these are often extremely onerous and too complex for the average "person on the street" to understand. What is critical, however, is that any plans that are developed in relation to sustainable tourism development or implementation must be included in the Integrated Development Plans of local municipalities. In this way, additional budgets may be allocated during annual budget reviews. Alternative sources could include a number of government-run institutions.

Local revenue sources: In the context of the SAE sector, there are various ways in which this could be achieved. As an example, local associations could fulfil a funding role, provided they receive adequate income from memberships and other fund raising activities. As such, it is critical for the local SAE sector to build into their plans a strategy for defragmentation. As highlighted in the broad industry survey, the SAE sector is highly fragmented, with no single association providing strong representation at national level. At a local level, the fragmentation is also extensive. It would therefore be key as a first step to consolidate associations and direct membership funds towards a single pot which could help build capacity for implementation. An alternative approach, which was alluded to previously in this research, is to add a local tourism levy on all tourist bills. This is also a process that could be facilitated by the single strong local association.[1]

External revenue sources: In the case of World Heritage Sites, it is possible to generate revenue through selling "products, services, experiences, or intellectual property beyond the destination" (Guide 9, p.4). This may not necessarily be the case for smaller clusters or destinations. However, innovative new ways of doing things and creating opportunities to work with other industries, such as agriculture, could potentially generate local income. For example, the intellectual property rights of many European products, such as champagne, have created local revenue streams from external sources and have contributed to higher tourism volumes. Such opportunities also exist in South Africa (Dr M. Roets, personal interview, October 31, 2015).

Professional funding organisations / donor funding: As outlined in the UNESCO online toolkit (UNESCO, n.d.), there are many different donor and investment funds available for tourism development, provided that a strong business case exists. The more clearly and simply benefits for beneficiaries and achievement against the goals of the relevant institutions can be illustrated, the more likely a specific programme will attract funding. As outlined in the NTSS (Department of Tourism, 2012) and other policy documents, the South African context and unique South African issues need to be addressed. These include job creation, sustainable communities, economic growth, education, inclusion of previously disadvantaged and minority groups, the green economy and others. As an example, programmes will need to illustrate how many additional sustainable jobs could be created directly and indirectly, what the positive environmental and social impacts would be, by how much negative social, economic impacts will be reduced, what additional revenue will be flowing into a cluster, who will benefit from the programme and how they will benefit. In the case of larger programmes such as route development or large cluster developments, it may be a requirement to engage with professional fund-raising organisations.

[1] The TOMSA levy in South Africa is a small levy added per bed night to accommodation bills and is managed by the Tourism Business Council of South Africa. The TOMSA levy is primarily applied to tourism marketing. In the City of Cape Town, StreetSmart South Africa adds a small levy to restaurant and accommodation bills to raise funds for projects that focus on vulnerable children in the city. The Climate Neutral Group raises a R5,70 levy per bed night in accommodation establishments for their GreenDreams programme. These funds are allocated to local carbon offset programmes.

7.4 Conclusions and recommendations

As described in the literature review, a framework is a flexible, adaptable and scalable tool that assists in communicating a specific approach that could be utilised by many role players in the SAE sustainable tourism implementation arena, including the SAE owners, public sector entities, private sector business, industry professionals and community members. The essence of the proposed framework is to support the implementation of sustainable tourism practice amongst SAEs, thus enhancing the overall sustainability of the smaller accommodation sector while also addressing the sustainability of the cluster. The use of the proposed framework helps to draw the attention of sustainability efforts to clusters rather than individual businesses. It helps to create local competitiveness for communities through engaging the supply chains of accommodation establishments. Combining other frameworks that look at incentives and change processes, route development and policy formulation and policy guides collectively provides collaborative holistic approaches to overcoming the barriers of sustainable tourism practices. The proposed framework also provides different platforms through which to engage key role players in the execution of sustainable tourism implementation. It is evident that a combination of approaches and frameworks provides greater economies of scale in, for example, marketing of destinations and communication to role players. It also contributes to the creation of holistic indicators of success that not only represent the performance of individual businesses, but also of business clusters, the tourism sector and the impacted communities. Within these clusters, greater cohesion amongst role players will provide greater negotiation power in various aspects such as cost reduction and more favourable policy formulation processes which involves a greater base of role players. By providing a set of guiding principles or guiding questions, each of the role players is able to take responsibility for their actions and decisions.

The next sections make recommendations on the application of the framework so that the industry as a whole can move forward in the implementation of sustainable tourism practices amongst SAEs.

Recommendation 1: It is recommended that the UNEP and UNWTO (2005) definition of sustainable tourism is adopted by the tourism industry. The definition adopted should therefore be:

> "Sustainable tourism is tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNEP & UNWTO, 2005, p. 12)

The definition addresses all aspects of tourist, business, community and industry sustainability, including:

- Environmental impacts;
- Cultural and social impacts;
- Economic impacts;

- Operational and management impacts;
- Service excellence standards and quality standards and access;
- Market access;
- Compliance;
- Collaborative efforts to ensure sustainability.

Recommendation 2: It is recommended that the framework be applied to SAEs of 20 rooms and less. In the literature review, and for the purposes of this research, it was assumed that SAEs are defined as any accommodation establishments with fewer than 20 rooms. While industry experts were not explicitly asked how many rooms a smaller accommodation establishment should have, the research adopted a definition of 20 rooms or less. More than 90% of participants in the broad industry survey and the focus groups and individual interviews, represented establishments of 20 rooms or less. As such, the research implicitly provided viewpoints and insights on for establishments of 20 rooms or less. No minimum size is suggested.

Recommendation 2: SAEs should be categorised in simple primary and secondary categories. Both the literature review and the broad industry survey identified fragmentation of the market as a threat, as it prevents establishments from, for example, applying collective bargaining to reduce costs and initiating collective marketing to increase tourist volumes. In addition, a lack of comparable data exists in literature and in the industry, as various categories and definitions for SAEs are used locally and internationally by many different stakeholders to help distinguish different types of establishments and to create better benchmarks. It is therefore recommended that simplified standard categories for SAEs are created. As such, a clearer definition and categories will provide fewer "groupings" and therefore, by implication, help reduce the levels of fragmentation and increase comparability. A single categorisation system should include primary and secondary categories with the option of a tertiary category that communicates unique features of establishments marketing purposes. Each category must be described objectively and simplistically, as subjective descriptions would create greater confusion. It is recommended that SAEs of fewer than 20 rooms are categorised as follows:

PRIMARY CATEGORIES

The primary categories proposed should describe the primary types of services provided as utilised by the TGCSA and other references.

SECONDARY CATEGORIES

The secondary categories should provide a descriptor of the experience and/or the setting and could include lesser-used descriptions which are found in a variety of literature.

Based on the findings from the broad industry survey and drawing from the TGCSA definitions, the main primary categories should include a bed and breakfast, a guesthouse, lodge and self-catering accommodation. A hotel (but in this case, a small hotel), a lodge and backpacker accommodation provide distinctly different types of service and target distinctly different types of guests (TGCSA, 2015). These should therefore also be primary categories. On the other hand, farmstays, homestays and boutique hotels provide for a specific type of setting and experience. The broad industry survey showed that the market itself dictates that homestays, farmstays and boutique hotels be secondary categories as they described themselves as bed and breakfast or guest houses as well. In the case of a lodge, the secondary category would provide for a description of the setting and/or experience, i.e. game lodge, wilderness lodge, nature lodge and country lodge.[1] It is uncertain what the definitions of a guest lodge, mountain retreat or safari farm are, as no clear distinction could be found in the literature. However, looking at the TGCSA definitions for lodges, it may be required to distinguish between a natural setting (for example mountain retreat) and a man-made setting (for example safari farm). It is recommended that these two descriptors are included as secondary categories as, for example, "nature-based" and "activity-based" establishments. As highlighted in the broad industry survey, "self-catering" can be either a primary or a secondary category. The primary and secondary categories are presented in Table 7.6. As an example, secondary categories could be described in the following format, or as listed in Table 7.6.:

A. Bed and breakfast (primary) / nature-based (secondary);
B. Guest house (primary) / activity-based (secondary);
C. Lodge (primary) / country (secondary);
D. Bed and breakfast (primary) / country house (secondary);
E. Small hotel (primary) / boutique hotel (secondary).

The only exception would be a self-catering establishment, which may be classified as primary or secondary, for example:

F. Self-catering (primary) / nature-based (secondary);
G. Guest house (primary) with self-catering (secondary).

[1] Note that the TGCSA added "Game / Nature / Wilderness Lodge" to their grading criteria after the broad industry survey had been completed.

Table 7.6: Primary and secondary categories of SAEs – less than 20 rooms

Primary categories	Secondary categories								
	Boutique hotel	Farm-stay	Home-stay	Nature-based	Activity-based	Country house	Country lodge	Game lodge	Self-catering
Backpackers									
Bed & Breakfast				A		D			
Guest house					B				E
Lodge							C		
Self-catering				F					
Small hotel	E								

Additional descriptions that communicate unique features would then be included in individual establishments' marketing materials or as tertiary "free text" categories. Further, it is deemed as a norm that guests are charged for their overnight stay, and what is included or excluded in the rate, is dependent on the additional services provided and on industry standards for determining rates. A bed and breakfast is the exception, as the rate is deemed to include breakfast in the overnight rate. This is not necessarily the case for the other primary categories. The adoption of a standardised categorisation, for example, by local government, will make data collection and comparative research more meaningful, and benchmarking more relevant.

Recommendation 3: Description of primary and secondary categories. The descriptions of the various types of accommodation are provided below. It is recommended that descriptions are adapted from those provided in the literature review for the purposes of simplicity.

PRIMARY CATEGORIES

Backpackers: Provides budget overnight accommodation for people who have flexible travel plans (Loker-Murphy & Pearce, 1995);

Bed & breakfast: Provides overnight accommodation and breakfast and both items are included in the rate quoted (Ingram, 1996; TGCSA, 2015);

Guest house: Provides overnight accommodation with limited service and "has public areas for the exclusive use of its guests" (TGCSA, 2014);

Lodge: Provides "formal overnight accommodation with full or limited service, located in natural surroundings beyond that of an immediate garden area" (TGCSA, 2014);

Self-catering: Provides overnight accommodation without catering (TGCSA, 2014);

Small hotel: Provides "formal accommodation with full or limited service" (TGCSA, 2014).

SECONDARY CATEGORIES

Boutique hotel: Provides high levels of design, ambience, and personalised service (Rogerson, 2010);

Farm stay: Provides accommodation on a working farm (TGCSA, 2015);

Home stay: Provides accommodation in a private home (TGCSA, 2015);

Nature-based: Provides accommodation in a natural environment;

Activity-based: Provides accommodation linked to specific activities;

Country house: Is "situated in natural surroundings" (TGCSA, 2014);

Country lodge: Is located in "natural surroundings beyond that of an immediate garden area, without any game" (TGCSA, 2014);

Game lodge: Is "located in natural surroundings beyond that of an immediate garden area, with game" (TGCSA, 2014);

Self-catering: Provides accommodation without catering (TGCSA, 2014).

Recommendation 4: Grading vs certification? It is recommended that tourism grading incorporates more sustainability criteria into their current criteria and that grading is expanded to assess all requirements of sustainable tourism. Grading should therefore be a key main mechanism to assist SAEs to showcase their current sustainability practices.

Recommendation 5: Basic indicators: It is recommended that as a minimum, the following indicators are adopted to create a baseline for the performance of SAEs as businesses and in the industry:

INTERNAL INDICATORS

- Years in operation;
- Number of rooms;
- Number of bed nights;
- Energy consumption per bed night;
- Water consumption per bed night;
- Volumes of waste per bed night;
- Profitability;
- Percentage goods sourced locally / eco-friendly (by value);

- Number of sustainable tourism initiatives implemented (use SANS 1162:2011 as guide);
- Marketing spend per bed night;
- Association membership;
- Star grading – level and number of years.

EXTERNAL INDICATORS

- Number of SAEs;
- Number of rooms;
- Number of full-time staff (can be broken down into different demographic groups);
- Number of rooms per staff member;
- Number of associations;
- Level of awareness of sustainable tourism;
- Percentage certified businesses;
- Percentage of TGCSA star graded businesses;
- Number of SAEs currently BBBEE certified;
- Number / percentage registered businesses including, for example:
    - Percentage B & Bs;
    - Percentage guest houses;
    - Percentage self-catering;
    - Percentage businesses making a profit;
- VAT registered businesses.

Chapter 8. Synthesis, conclusions and recommendations for further research

"Overcoming poverty is not a task of charity, it is an act of justice. Like Slavery and Apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. Sometimes it falls on a generation to be great. YOU can be that great generation. Let your greatness blossom." Nelson Mandela

8.1 Introduction

This final chapter reviews the outcomes of this research against the stated aim and objectives, discusses its limitations and makes recommendations for further research that would strengthen the body of knowledge for sustainable tourism implementation amongst SAEs. The chapter then positions this research within current literature on tourism sustainability and concludes with closing remarks.

8.2 Synthesis

The aim of this research was to:

> *Identify key barriers to the implementation of sustainable tourism practices amongst SAEs and to develop a framework to overcome these barriers, so that SAEs can align their operations to the principles of sustainable tourism.*

It was the intention to propose a framework that is relevant to establishments across South Africa and this research investigated establishments from across the country in the industry expert questionnaire and the broad industry survey. However, the final part of the research, i.e. focus groups and individual interviews, was based mainly in Gauteng and surrounding areas. This limitation existed due to the logistical and budgetary constraints of focusing on the whole of South Africa for that part of the research. The research question posed was:

> *How can existing approaches, toolkits or mechanisms be utilised and incorporated into a single framework and approach to overcoming the barriers for sustainable tourism implementation amongst SAEs in South Africa?*

The framework was developed through:

- Analysing literature which was drawn from local and international sources;

- Analysing opinions from industry experts in South Africa who also have international experience;
- Analysing views and perspectives from South African SAE owners and managers through a broad industry survey that was distributed through the whole country;
- Analysing the views and perspectives of SAE owners and managers from areas in and around Gauteng to validate previous findings through focus groups and individual interviews.

In the execution of the objectives of the research, the aim of the research has been achieved. This research set out to achieve six key objectives i.e.:

1. To explore and adopt definitions of terminology used in this research in the context of sustainable tourism implementation amongst SAEs, including the definition of sustainable tourism and the definition of an SAE;
2. To establish the importance of SAEs as a sector of the tourism economy;
3. To establish the relative sustainability of SAEs and highlight key barriers to sustainable tourism implementation amongst SAEs in South Africa;
4. To identify potential frameworks or mechanisms that could be used to overcome these barriers and propose a new framework to overcome the barriers to sustainable tourism implementation amongst SAEs in South Africa;
5. To propose basic indicators, both internal to an SAE and for the industry, that will aid in measuring progress and impacts of sustainable tourism practices; and
6. To make recommendations for further research on sustainable tourism implementation amongst SAEs in South Africa, not only to validate the framework but also to create new insights to improve the body of knowledge on sustainable and responsible tourism.

The achievement of these objectives through the research is summarised below.

8.2.1 Objective 1: Definitions of sustainable tourism and SAEs

To explore and adopt definitions of terminology used in this research in the context of sustainable tourism implementation amongst SAEs, including the definition of sustainable tourism and the definition of an SAE.

The definition of sustainable tourism to be recommended by this research is:

> "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNEP & UNWTO, 2005, p. 12)

The way in which SAEs define responsible / sustainable tourism appears to better aligned to the UNEP and UNWTO definition of sustainable tourism (UNEP & UNWTO, 2005), which includes reference to ensuring that the needs of visitors are addressed. As such, the inclusion of quality assurance and service help to address this need. As was shown in the broad industry survey and the focus groups/individual interviews, SAEs in South Africa place more emphasis on quality assurance and service as an indication of sustainable tourism implementation and less on certification. This represents an opportunity for the industry to use grading or quality assurance as a departure point for the implementation of other sustainable tourism practices.

SAE owners and managers mostly equate responsible and sustainable tourism to quality and service standards and some of the triple bottom line factors. The UNEP and UNWTO definition of sustainable tourism, including the 12 principles of sustainable tourism, is therefore more appropriate for this market than the responsible tourism definition adopted by SANS 1162:2011. The lack of data in the sector as a whole, as well as the lack of a simple definition and categorisation of establishments, make the development of benchmarks for comparing performance of SAEs an arduous task. A further form of fragmentation of the market result, as establishment owners develop their own definitions to describe their facilities.

The lack of a single definition for SAEs, worldwide and locally, means that comparative data cannot be turned into meaningful information that would aid the development in SAE benchmarks and indicators such as economic contribution and job creation. Policies formulated therefore do not specifically cater for SAEs. It was shown throughout the research that a single definition for SAEs should exist in order to facilitate a better understanding of the sector. The primary indicator of the number of rooms was suggested by industry experts, with additional indicators such as number of staff employed, star grading, service levels and turnover to be considered as secondary indicators. More than 90% of participants in the broad industry survey and the focus groups and individual interviews represented establishments of 20 rooms or less. This research therefore mainly considered the viewpoints and insights of managers of this size of establishment. The literature review positioned an SAE as any accommodation establishment with 20 rooms or less. Therefore, the definition of an SAE, as recommended by this research, should be:

> ***Any accommodation establishment that provides overnight accommodation to the travelling public with 20 rooms or less.***

The lack of a single categorisation system for SAEs means that stakeholders are unable to compare performance of SAEs and creates confusion, as owners themselves, create their own categories. It highlighted that different categories of SAEs could be included in the definition and this was confirmed by the industry expert questionnaires. The industry experts, however, could not agree on which categories to include in the definition of an SAE, and as a result, their estimation of the size of the industry varied between 20,000 and 50,000 establishments (which would impact on the ability of the industry to determine the real contribution of the SAE sector to the overall economy). This finding highlights the need for much greater effort by stakeholders to collaborate on the creation of a single definition and categorisation of SAEs in order to gain insights into the actual contribution of this sector to, for example, job creation and economic contribution and to collate data from different sources into meaningful and comparable information about the performance of the sector. In relation to the categories that should be included to describe SAEs, the experts had different viewpoints. This research, has however made recommendations on the categories, as well as further research to be undertaken to formalise these categories. It is recommended therefore that the categories of accommodation to be included in the definition of SAEs should be:

- Backpackers
- Bed and breakfast
- Guest house
- Lodge
- Self-catering
- Small hotel

The significance of this research was illustrated through the achievement of this first objective.

8.2.2 Objective 2: Importance of SAEs

To establish the importance of SAEs as a sector of the tourism economy.

The literature review confirmed that the SAE sector is a critical contributor to the tourism industry, but that its importance is vastly underestimated and its unique needs are misunderstood worldwide and in South Africa. Through the industry expert questionnaires and the broad industry survey, the SAE sector's potential contribution to job creation was illustrated, and it was shown that current sources of statistics underestimate this contribution.

Because of a lack of focus of previous studies on SAEs or the existence of a definition of an SAE, the real contribution of this sector could not be determined. It was illustrated that it is critical to agree on a definition and categorisation so that a baseline of the actual number of establishments can be determined. Further, based on current literature and statistics, as well as the views of industry experts, the number of SAEs in South Africa is unknown. So are their GDP contribution, their staff employment rates and their levels of sustainability. The industry experts, however, agreed on the importance of SAEs in the tourism industry and that the SAE sector's sustainability should be of great concern. Experts agreed that these two factors are not yet adequately understood by many of the industry stakeholders and that a re-look at the contribution of SAEs to aspects such as job creation is critical for tourism

The SAE sector's contribution to room night stock was illustrated through starting to understand the average rooms of establishments with 20 rooms and less (i.e. 7.4 rooms or between 7 and 8 rooms on average). In addition, the potential of the industry to reduce energy consumption and therefore reduce pressure on national grids was also illustrated. This, together with other key performance indicators can only be properly quantified, however, if SAEs are empowered to start measuring consumption and start understanding their own consumption patterns. The number of staff employed per room (1.6 rooms per staff member for establishments of 1-9 rooms) was illustrated through limited data in the broad industry survey, but this nevertheless provides adequate motivation for further studies, as current statistics do not support this high level of job creation by SAEs.

8.2.3 Objective 3: Relative sustainability of SAEs and highlight barriers to sustainable tourism implementation

To establish the relative sustainability of SAEs and highlight key barriers to sustainable tourism implementation amongst SAEs in South Africa.

The literature review highlighted that the adoption of sustainable tourism practices amongst SAEs in South Africa is not sufficient to ensure the long-term sustainability of the sector. Through the use of Porter's Five Forces model, it was illustrated that key areas which impact the long-term sustainability of the SAE sector include:

- Start-up costs of smaller tourism businesses are relatively high and complex, while access to finance is limited.
- Government policies, legislation and incentives for sustainable tourism implementation are not as effective as required to achieve the vision of the NTSS. This includes requirements for greater integration of sustainable tourism into other spheres of government policies and greater incentives for smaller businesses to adopt sustainability principles.
- Access to market for SAEs is complex and costly as a result of limited communication infrastructure and access, ineffectiveness in existing marketing organisations, fragmentation in marketing efforts, crime and security as well as inadequate focus on growing the domestic market. Greater collaboration within a highly-fragmented market is required.
- Once a tourist has made the decision to travel to a destination in South Africa, establishments face steep competition and they need to provide differentiated marketing to the right audience at the right price to attract bookings. Low occupancy rates illustrate oversupply of room nights and / or high levels of competition. Smaller accommodation establishments therefore need to improve attractiveness of their establishments and/lower operation costs to maintain good margins.
- High costs of doing business as well as fragmentation of the small accommodation sector contributes to low bargaining power over suppliers. A fragmented sector reduces opportunity for collaboration towards negotiating good price reductions or better alternative products.
- Tourists looking for more sustainable behaviour from accommodation establishments are not yet reflected in the actual behavioural change or adoption of more sustainable business practices by SAEs. SAEs are not yet proactively or at a significant scale showcasing their economic, social and environmental (triple bottom line) impacts. It would therefore appear that in this context, the buyers' bargaining power is relatively low, and that supply exceeds demands (evidenced by occupancy rates). Due to the fragmentation in the market as well as oversupply of rooms, there is rivalry amongst SAEs contending for the same market. The

lack of coordination amongst tourism accommodation membership bodies amplifies this situation.

In using Porter's Five Forces model in addition to preceding sections for the literature review, possible barriers to sustainable tourism implementation were extracted and further researched. The literature review identified the key barriers to the implementation of tourism practices amongst SAEs. From the industry questionnaires and the broad industry survey, it follows that the level of awareness amongst establishment owners' sustainable tourism principles, as well as the number of practices adopted, that sustainable tourism has not yet been mainstreamed amongst SAEs. The efforts made over the past 20 years by government and the private sector have had little impact. The long-term sustainability is threatened by a number of key issues, including, but not limited to poor collaboration amongst public and private sector stakeholders to resolve regulatory problems such as by-laws, poor infrastructure support, weak collaborative marketing platforms, fragmentation of the market, high levels of competition, issues with grading and the weak bargaining position of SAEs with suppliers of products and services. The findings from the literature review were translated into key barriers, which were confirmed by the industry expert questionnaires and the broad industry survey. The barriers to the implementation of sustainable tourism practices amongst SAEs identified by this study are:

1) **Lack of appropriate policies** to support sustainable tourism implementation from national, provincial and local government, not only from the NDT, but also the other government departments.
2) **Lack of collaboration amongst tourism stakeholders** including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
3) **Lack of awareness of sustainable / responsible tourism** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
4) **Lack of data and information** available to support the measurement of sustainable tourism implementation at an industry level as well as at a business level.
5) **Lack of triple bottom line focus** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
6) **Lack of capacity to implement sustainable tourism practices** amongst tourism stakeholders including public sector, private sector and community stakeholders across a spectrum of the tourism industry.
7) **Lack of a clear business case for sustainable tourism implementation** amongst SAE owners and managers.

The findings of the focus groups and individual interviews supported most of the key findings of the literature review, the industry expert questionnaires and the broad industry survey. There was some level of awareness of responsible and sustainable tourism amongst two of the focus groups, i.e. Magaliesburg and Potchefstroom, very limited awareness in Vereeniging and high levels of awareness in Rivonia. The individual participants (except for the Randfontein participant) were comfortable with the concepts and had a good level of awareness and understanding of sustainable tourism. There was a fair balance between those that were less aware and those that were well aware, which differs slightly from the conclusions of the literature review, the industry expert questionnaires and the broad industry survey, all of which showed a limited awareness and understanding of responsible and sustainable tourism concepts. The levels of uptake of sustainable tourism practices amongst participants varied. Most establishments have implemented practices such as energy saving and water saving, mainly as a result of increasing costs. Some attempts had been made by establishments from Vereeniging to support local traders, while Magaliesburg participants felt that the youth in their area needed to be given opportunities to participate in the tourism value chain. Ekurhuleni indicated that they tried to pay fair wages, while the Vereeniging participant indicated that working with local communities was something they had done, but did not always feel well prepared for such engagements. The Rivonia individual interview participant indicated that she had opted for certification, and therefore feels that she has already achieved the requiresments of SANS 1162:2011. The Rivonia focus group inidicated that while they were aware of responsible and sustainable tourism practices, progress made had been slow. Potchefstroom participants had not made progress either.

It was noted that the Vereeniging and Rivonia focus groups and Ekurhuleni, Vereeniging and Randfontein individual participants referred to aspects of service and quality as part of responsible and sustainable tourism. This view was also apparent from the broad industry survey and was alluded to in the literature review in reference to the UNEP and UNWTO definition of sustainable tourism (UNEP & UNWTO, 2005).

8.2.4 Objective 4: Identify existing frameworks and create a new framework

To identify potential frameworks or mechanisms that could be used to overcome these barriers and propose a new framework to overcome the barriers to sustainable tourism implementation amongst SAEs in South Africa.

The experts agreed that there is a need to collaboratively develop models [frameworks] to overcome the barriers to sustainable tourism implementation within the smaller accommodation sector. Current models were deemed by experts to lack scalability and replicability. Programmes are not well articulated and generally lack implementation guidelines, support and incentives and rely on voluntary adoption by tourism businesses. A number of existing frameworks were identified in the literature review. The attributes of each framework were highlighted in terms of their potential help to overcome each of the barriers.

A framework to help overcome the barriers to sustainable tourism were not dealt with in the broad industry survey. However, it was highlighted that grading and quality assurance may also need to be included in the list of possible mechanisms to overcome barriers, as many SAEs are familiar with such systems and have adopted these. Grading and quality assurance have the potential to help overcome many barriers. In the first instance, they have already illustrated to SAEs a business case for adopting the system, as is illustrated by the high adoption rates. Establishment owners see the benefits in the system, but are put off by the actual effort and costs. The TGCSA star grading system has therefore already provided a bridge between government and the private sector, as the TGCSA is a government-owned entity. The organisations have built networks of assessors throughout South Africa, who have conceivably built existing relationships with many SAEs. In addition, the TGCSA and the AA quality assurance organisations should already have a large database of establishments with basic data to build from, albeit not necessarily consumption data.

A flexible, adaptable and scalable framework was developed to guide the implementation of sustainable tourism practices amongst SAEs. The framework is a simple tool that can be utilised by many different role players in the SAE sustainable tourism implementation arena, including the SAE owners, public sector entities, private sector business, industry professionals and community members. The essence of the proposed framework is to support the implementation of sustainable tourism practice amongst SAEs, thus enhancing the overall sustainability of the smaller accommodation sector, while also contributing to the sustainability of clusters (for example towns or regions). The framework contributes to the creation of local competitiveness by guiding different role players on how to engage the supply chain of accommodation establishments while ensuring collaboration of SAEs in a cluster. It further provides guidance on how to start, the roles of various role players, policy inputs and other factors that will help overcome the barriers of sustainable tourism practices amongst SAEs. The framework highlights various platforms through which to engage key role players in the execution of sustainable tourism implementation. It provides greater economies of scale in, for example, marketing of destinations and communication to role players and it proposes the creation of holistic indicators of success that not only considers the performance of individual businesses, but also of business clusters, the tourism sector and the impacted communities. It promotes greater cohesion amongst role players and will ultimately lead to greater negotiation power of clusters in aspects that impact business sustainability. Through a set of guiding questions, each of the role players is ultimately empowered to take responsibility for their actions and decisions.

8.2.5 Objective 5: Basic indicators

To propose basic indicators, both internal to an SAE and for the industry, that will aid in measuring progress and impacts of sustainable tourism practices.

It was illustrated throughout this research that indicators and associated data and information are critically lacking for SAE sector. It was shown in all phases of the research that SAEs are not aware of sustainable tourism and the impacts that measurement of performance have on their businesses. This research created baseline indicators (benchmarks) for a limited number of simple indicators for SAEs. It also proposed an initial basic set of indicators for measurement of SAE performance within the business and within the industry. These indicators can be used within the context of the SAE sustainable tourism implementation framework. Basic indicators proposed are shown in Table 8.1 and benchmarks provided are shown in Table 8.2.

Table 8.1: Basic indicators for SAEs

INTERNAL INDICATORS	EXTERNAL INDICATORS
– Years in operation – Number of rooms – Number of bed nights – Energy consumption per bed night – Water consumption per bed night – Volumes of waste per bed night – Profitability – Percentage goods sourced locally / eco-friendly (by value) – Number of sustainable tourism initiatives implemented (use SANS 1162:2011 as guide) – Marketing spend per bed night – Association membership – Star grading – level and number of years	– Number of SAEs – Number of rooms per staff member – Number of associations – Level of awareness of sustainable tourism – Percentage certified businesses – Percentage TGCSA star graded businesses – Number of SAEs currently BBBEE certified – Number / percentage registered businesses including, for example: o Percentage B & Bs o Percentage guest houses o Percentage self-catering o Percentage businesses making a profit – VAT registered businesses

Table 8.2: Baseline measures from SAEs of 20 rooms and less*

Measure	Baseline	Comments
Energy consumption per bed night high	53 kWh	Only includes electrical sources
Energy consumption per bed night average	35 kWh	Only includes electrical sources
Energy consumption per bed night low	25 kWh	Only includes electrical sources
Number of rooms per staff member 1- 9 rooms	1.6	Variation will be influenced by location (i.e. urban vs rural), star grading and types of services offered
Number of rooms per staff member 10 - 20 rooms	Not provided	Data sample was too small
Average number of rooms	7.4	
Estimate of number of SAEs - high	50,000	This would mean 370,000 rooms / 231,250 permanent jobs
Estimate of number of SAEs – average	35,000	This would mean 259,000 rooms / 161,875 permanent jobs
Estimate of number of SAEs – low	20,000	This would mean 148,000 rooms 92,500 permanent jobs
Percentage sustainable / responsible certified businesses	5.9%	9 of 152 with 20 rooms and less
Percentage TGCSA star graded businesses	45.4%	69 of 152 with 20 rooms and less. This sample could be skewed due to the nature of establishments that belong to associations such as FEDHASA, SATSA and other smaller tourism associations
Number of SAEs currently BBBEE certified	40%	Level of certification from 1 – 10 not determined
Registered businesses	71%	
VAT Registered businesses	43%	
Percentage B & Bs#	47%	
Percentage guest houses#	40%	
Percentage self-catering#	35%	
Percentage businesses making a profit	45%	
Percentage businesses making a loss	19%	
Percentage establishments that are graded	67%	
Percentage businesses that are AA assured	34%	
Percentage businesses that are certified	9%	

* The numbers are skewed to those establishments that belong to associations

\# Many overlaps exist within these three categories

8.2.6 Objective 6: Recommendations for further research

To make recommendations for further research on sustainable tourism implementation amongst SAEs in South Africa to not only validate the framework but also to create new insights to improve the body of knowledge on sustainable and responsible tourism.

The achievement of the last objective is provided in sections 8.3 to 8.7 in conclusion to this research.

8.3 Limitations of this research

Tourism is a broad and complex industry, with many different facets affecting its sustainability. It was not feasible for this research to investigate all facets of sustainable tourism deeply and in substantial detail. This research relied heavily on observations from current literature and empirical evidence from the industry in order to create a broad framework upon which further research could be based. The research focused on the SAE sector only, but by illustrating the importance of this sector as well as the fact that it does not operate in isolation of other role players, this research impacts a much broader set of industry role players than SAEs only. The main limitations of this research are discussed below and include limitations on data, limitations on the focus of this research, limitations on the barriers identified and limitations of the proposed framework.

8.3.1 Limitations in data

- The lack of a single definition of a smaller accommodation establishment as well as the use of different formal and informal categories in literature and by the industry did not allow for comparisons across various sources. Clear categories would have allowed for a better understanding of efficiencies within different types of establishments as well as setting of more accurate benchmarks.

- There was a lack of meaningful data available from the industry and from other sources on the current uptake of sustainable tourism implementation amongst SAEs. This meant that a meaningful baseline could not be created from which to measure future progress on sustainable tourism implementation amongst SAEs. Until a robust baseline can be created, progress made will be based on opinions and subjective evidence.

- The sample size used to develop benchmarks, for example energy consumption and occupancy rates was limited. Many establishments either do not measure their consumption or are not willing to share any available data. Very few establishments record their occupancy accurately and consistently, for example bed night occupancy instead of rooms occupied.

- The lack of willingness of SAE owners and managers to collaborate in the broad industry survey and focus groups meant that pure focus groups could not be conducted. The limited responses as well as resulting shortened questionnaires meant that the research relied on secondary and qualitative data to draw insights and conclusions during this phase of the research.

- The lack of accurate and reliable data on the number of accommodation establishments in South Africa meant that the real value and contribution of the SAE sector could not be established. To date, limited research has been done to establish the actual size in terms of the number of establishments, the number of people employed and number of rooms for the smaller types of establishments. This means that the data from this study could not be convincingly compared to any available industry data.

- In the rural areas of South Africa, the lack of fast Internet access meant that many establishment owners could not participate in the broad industry survey through the online platform.

- The majority of participants belong to one or more associations and as such, findings of this research are skewed towards SAEs that are already part of an association.

This research struggled to collect and extract primary data, which means that conclusions drawn from data collection was limited. Fewer benchmarks were set than was originally anticipated, and sample sizes were smaller than was ideal. However, the inability of this research to obtain quality points to possible reasons why previous research did not include quality data, i.e. that data collection within this industry remains has been a challenge and remains so.

During the planning of this research, had it been assumed that the lack of data available in the industry was because it is so difficult to extract from SAEs, the research design may have focussed more narrowly on obtaining data from one or two sources rather from all three sources (i.e. industry experts, SAE owners/managers and focus groups). Research resources may have been more effectively utilised if only individual interviews were conducted with SAE owners through pre-arranged meetings. However, it is envisaged that following such a method would not have significantly impacted the conclusions drawn and it would not have provided more consumption data, as one of the fundamental issues identified in this research, is that most SAEs simply do not collect and use consumption data in the management of their businesses.

8.3.2 Limitations in focus of this research

This research has focussed on SAEs with 20 rooms and less although some data has been included from larger establishments that participated. It has not been established whether the definition of an SAE can be applied to establishments with more than 20 rooms. In other words, the question that should be asked is – *would it make sense to have more tranches that refer to the size of an establishment, for example medium accommodation establishment (MAE), large accommodation establishment (LAE) and corporate accommodation establishment (CAE)?* It is envisaged that the various categories suggested and their descriptions should apply to MAEs and LAEs as well. This, however, has not been considered in the research and in the formulation of the framework. No baseline indicators have been established for larger establishments. As an example, the tranches could be shown as:

- SAE ≤ 20 rooms
- MAE 21-50 rooms
- LAE 51-150 rooms
- CAE ≥ 151

The research also only drew on the perspectives of certain industry role players, i.e. government officials and industry professionals, during the industry expert questionnaires. All further perspectives were drawn from SAE owners themselves. The research therefore under-represents the inputs of other industry role players such as large hotels or hotel groups, the Tourism Grading Council, SA Tourism, SA Stats statisticians and other tourism SMMEs.

In relooking at, for example, the industry expert questionnaire and the broad industry survey questionnaire, the research could potentially have included fewer questions that would have attracted more detailed answers. This would have resulted on more detailed conclusions on a smaller number of aspects, rather than broad stroke conclusions on many different aspects. The research could, for example have honed in on one of the needs identified in the UNEP and UNWTO definition of sustainable tourism (i.e. visitor needs, industry needs, environmental needs and the needs of host communities). (UNEP & UNWTO, 2005). However, this may not have provided a holistic view of the extent to which the SAE market has adopted sustainable tourism practices.

8.3.3 Limitations in barriers identified

The barriers identified were mainly based on the literature review and supported by high level qualitative data from the three data collection phases of the research. While the existence of the barriers has been illustrated, the degree to which each prevents adoption of sustainable tourism practices by SAEs has not been investigated. This research effectively lends equal ranking (or weighting) to all the barriers identified.

In line with comment made in sections 8.3.1 and 8.3.2, had this research focussed more narrowly on obtaining data from one or two sources rather from three sources (as outlined in paragraph 8.3.1), a different set of barriers may have been identified. In addition, the barriers may have been weighted in terms of their importance relative to each other. For example, individual interviews could have been conducted and participants could have been asked to weight the barriers and a pre-defined rate scale from least important to most important.

8.3.4 Limitations in the proposed framework

This research needed to provide parameters for defining SAEs as a sector before it could investigate and create an understanding of the barriers and develop a framework. A number of parameters such as the size of an SAE, the number of SAEs in South Africa, the definition and categorisation of an SAE were required in order to develop a framework. Due to time and scope constraints, the validity of assumptions made on these parameters and the resulting framework that was developed was not tested.

The limitations that have been identified can be addressed through ongoing data collection that will strengthen the findings of this research. In addition, the proposed framework can be updated, adapted and scaled on a continuous basis as new knowledge and insights are gained through the actual use thereof within the SAE sector.

8.4 Position of this research within current literature

8.4.1 Definition of sustainable tourism

This research proposed the universal adoption of UNEP and UNWTO definition of sustainable tourism, i.e. "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNEP & UNWTO, 2005, p. 12). The definitions of responsible tourism and sustainable tourism were reviewed and created a new perspective from which to view SANS 1162:2011 (SABS, 2011). SANS 1162:2011 which has limited reference to the needs of visitors and to the needs of the industry, and is more inwardly focussed on the impacts that business operations may have on the environment and on local communities. SANS 1162:2011 (SABS, 2011) was developed with accommodation businesses in mind. It provides guidelines on what a business owner should do in order to implement the principles of responsible tourism (a subset of sustainable tourism as illustrated by this research), but it provides no insight into how this could be achieved. This research provides a framework that can be utilised by many different industry role players on how they can support the implementation of sustainable tourism practices (which includes responsible tourism practices), not only within SAEs, but also within the industry and host communities.

8.4.2 Relative importance of SAEs

Much of the literature that has been accessed applies to generalised definitions of accommodation (for example hotels, small hotels or guest houses) or to smaller tourism businesses, of which SAEs form a subset. The absence of previous distinctions made between establishments of different sizes and of viewing SAEs as a standalone sector, means that very little has been achieved in understanding the unique needs and contributions of this sector. Also, lumping SAEs into a category such as *Tourism SMEs* contributes little to creating a greater understanding of what levers need to be pulled to make the SAE sector more sustainable. It was illustrated in this research that SAEs have relatively complex operations with high levels of variability, especially regarding management of costs. This is not necessarily the case for other SMEs that provide simple products or services to a client that has relatively short-term interactions with the business. As such, this research has contributed to current literature on accommodation establishments and the industry by highlighting the relative importance of SAEs in sustainable tourism implementation and proposing a formal definition of and SAE.

It was further highlighted through the expert interviews that there are many more SAEs in South Africa than was extracted from the literature review. Previous estimates of the size of the SAE market was inconclusive and misaligned. For example, it was shown in table 2.4 that guest houses, guest farms and other accommodation provided a total of 53.6 million stay units in 2014 (Stats SA, 2014c, p. 4), while BMI (2012) estimated that there were 63,000 accommodation establishments in South Africa with no indication of relative sizes. This research put a stake in the ground by estimating the SAE market to be approximately 50,000 strong.

The literature review illustrated that the role of SAEs play within the South Africa tourism industry had not previously been adequately appreciated. Bastakis et al. (2004) highlighted that in Europe, smaller accommodation businesses play a vital role in GDP contrition, employment creation and provide a means to attract tourism spending into local economies. Sánchez et al. (2008) highlighted that in the European context, small and medium-sized enterprises are critical contributors to the tourism industry as a result of 1) their contributions to employment, 2) their distribution of wealth, 3) their economic value, as well as, 4) being viewed as more innovative than larger businesses. This research has confirmed that SAEs in South Africa are important in terms of their economic value and job creation potential.

Throughout this research, use has been made of the term “SAE” rather than “small hotels”, “guest houses” or “B&Bs” so as to establish a new way of viewing accommodation establishments. It is the belief of the researcher that the industry, including academia, should move away from vague definitions and descriptions and apply a more scientific approach in looking at different types of businesses within tourism. This will allow for the creation of vastly more helpful bodies of knowledge about each type and more useful benchmarks. This could also help policy makers to more clearly understand their role in making this sector sustainable, investors to more clearly understand the value and risks associated with this sector and associations and industry representatives to help fine-tune norms and standards that are supportive of the SAEs (for example grading and quality assurance).

8.4.3 The use of Porter's Five Forces model as an analysis tool

Previous references to the use of Porter's Five Forces (Porter, 2008) in the context of SAEs have not been found in literature. These types of models are generally only applied to larger hotels and whole industries. It is the conviction of the researcher that new business models and analysis frameworks that build on existing, well-tested models such as Porter's Five Forces need to be developed for SAEs. If the industry is going to continue viewing SAEs as "moms and pops", little progress will be made taking this sector seriously as an enabler of sustainable development. SAEs in South Africa, as highlighted in the framework, are vehicles for supporting local economic development and poverty alleviation in many smaller towns and communities in South Africa. By starting with SAEs, implementers will create a ripple effect that will expand over time. There are many models, frameworks, tools, toolkits and approaches that exist in the context of sustainable tourism development such as the *UNESCO World Heritage sustainable tourism online toolkit (*UNESCO, n.d.), *Making tourism more sustainable - A guide for policy makers* (UNEP and UNWTO, 2005), and *Destination mutual benefit: A guide to inclusive business in tourism* (Tewes-Gradl, van Gaalen, & Pirzer, 2014), which have been referred to in this research. However, no model thus far has been identified that utilises the SAE as the starting point for sustainable tourism implementation. As such, the proposed framework in this research adds to the existing research and provides recommendations for future research that will help focus attention on SAEs as key role players, and catalysts in moving towards a more sustainable tourism industry.

Porter's Five Forces represents a useful tool to assess the relative sustainability of SAEs. The first attempt to utilise the tool in the context of SAE was, however, relatively difficult, as it is a generic tool meant to be applicable to a variety of different industries and business types. The tool would be more useful if it could be adapted to specifically suit the needs of an SAE. Examples of potential amendments are provided below.

1) **The threat of new entrants / barriers to entry**

   For SAEs, this force could be split into two, i.e. the barriers to enter the market and the barriers to running successful tourism businesses. Factors that should be considered in these two sections include compliance issues, start-up cost, ongoing operational costs access to markets.

2) **The threat of substitutes**

   To make this force relevant to SAEs, it could be amended to specifically refer to competitors, expanding into the types of competitors and the relative threat of these competitors. This will provide a more realistic view in the context of tourism, where the purchasing decisions of the tourist are impacted by factors such as location, type of experience, quality standards, price and ease of access.

3) The bargaining power of suppliers

This force describes the relative impacts that suppliers have on the efficient and cost-effective running of operations. In the smaller accommodation sector, this typically includes utility cost and other operational costs (for example insurance costs, licences and guest amenities) that are critical to providing the relevant quality services expected. For the purposes of the analysis, government as a provider of an enabling environment for thriving business should be included, as was done in this research.

4) The bargaining power of buyers

This force typically includes the specific requirements of the buyers (i.e. tourist requirements), which need to be met for businesses to continue attracting more buyers. In the context of SAEs, this force covers similar aspects as barrier number two, i.e. The threat of substitutes. These two forces could be combined for the SAE market.

5) The intensity of rivalry among competitors

This force describes factors such as the growth rate of the industry, differentiation in products (i.e. accommodation establishments) and diversity of competitors. The relevance to SAEs lies in the impacts that new entrants will have on the continued success of existing businesses as well as understanding various strategies required to adapt to the changing needs to tourists.

8.4.4 Certification and quality assurance

It is the belief of the researcher that in South Africa, the emphasis that has been placed on certification of accommodation establishments over the past 20 years has not yielded the desired results. As evidenced by the low level of profitable businesses, urgent attention needs to be given to the SAE sector in order to make them more sustainable. Certification is an onerous and costly process that has been implemented alongside quality assurance. Quality assurance is, however, critical for SAEs: the level of personal service and quality that is accepted to distinguish guest houses and B&Bs from their larger counterparts has been alluded to in this research. Why then introduce a new system that directs the attention away from what SAEs are good at and take pride in, if there is already a trusted and entrenched system that could simply be expanded? This research has provided new perspectives on the use of certification as a tool for sustainable tourism implementation, and has added to literature in that a new way of thinking about quality assurance has been elevated.

8.4.5 Perspectives on change models

This research introduces a new perspective change models. What is needed in the SAE sector, as was clearly illustrated in this research, is that many different stakeholders or role players need to change their mind-sets and their actions towards aiding the SAE sector to become more sustainable. The use of change management models, such as those proposed by Hayes (2014) and Dinica (2006) are critical to catalyse mass uptake of sustainable tourism practices. The success of these models has been proven in many other environments and needs to be brought into the scope of research related to SAEs and sustainable tourism implementation.

8.5 Recommendations for further research

In the execution of this research, a number of gaps were identified which would require further studies to build more rigour into this field of research. The development of additional and complementary dimensions for sustainable tourism implementation in SAEs to be successful is required. This research has created a foundation for further studies that will contribute to the industry's understanding of SAEs and help the industry in initiatives to implement sustainable tourism practises within the SAE sector. In line with the recommendation of *Bridging the research gap* (Bansal, *et al.* 2012), it was the intention from the outset that this research must inform practice and propose a framework that could be utilised for the practical implementation of sustainable tourism practices amongst SAEs. This research was only the first step, and future research should have the same intention and build more rigour into the framework proposed by this research. In order to find practical solutions, however, it is a requirement that more research is undertaken in a comparable format on the landscape of sustainable tourism practices amongst SAEs in South Africa. As such, and building on the limitations of the research that have been highlighted, the following recommendation are made for future research:

Recommendation 1: The definitions of SAEs, MAEs and LAEs need to be revised. The proposed definition and categorisation of SAEs need to be investigated more deeply in terms of its applicability to the accommodation sector and the tourism industry. The relative importance to various stakeholders, for example the grading council, tourism professionals, the Department of Tourism, marketing organisations and SAEs themselves needs to be validated. The feasibility of creating a new definition needs to be assessed. The formalised definitions for SAEs, MAEs and LAEs need to follow suit. It is suggested that:

- SAE (smaller accommodation establishment) is defined as an establishment with 20 rooms and less;
- MAE (medium accommodation establishment) is defined as an establishment with 21 to 100 rooms;
- LAE (larger accommodation establishment) is defined as an establishment with more than 100 rooms.

It must be noted, however, that through allowing for secondary factors to contribute to the definition of a certain type of establishment, for example number of staff employed, there may be overlaps in the definitions. Each overlap will need to be treated in the context of what would be appropriate for that establishment.

Recommendation 2: Size and economic contribution of the SAEs relative to MAEs and LAEs. Once the definitions have been clarified, the actual contribution of SAEs, MAEs and LAEs needs to be established and standards must be created for measuring future contributions. A set of simple indicators will need to be developed that could be used by various tourism and non-tourism stakeholders to communicate the performance of the industry. These indicators must align to indicators used by other industries, so as to ensure uniformity in reporting on vital economic data and information. The data should include, but not be limited to aspects such as GDP contribution, number of permanent jobs created, energy and water usage, carbon footprint, impacts on conservation and impacts on local communities.

Recommendation 3: Number of SAEs in South Africa: It is recommended that a study is undertaken to estimate the actual size of the SAE market in South Africa, as that will provide a baseline to understand the growth of the market over time, as well as its potential to create jobs**.**

Recommendation 4: Planning for data collection amongst SAEs. For any further research that aims to extract meaningful data from SAEs, it is recommended that questionnaires are kept short and succinct, and that face to face or telephonic interviews are conducted instead of online surveys and focus groups.

Recommendation 5: More data for SAE-specific benchmarks. Specific indicators for sustainable tourism implementation in line with the recommendations of this research need to be developed for SAEs and benchmarks must be set. These should include, but not be limited to energy and water consumption, carbon footprint, waste volumes, grading levels, number and types of measures implemented, profitability and number of rooms per staff member. A detailed study then should be undertaken to establish the degree to which SAEs in South Africa have adopted sustainable tourism practices. This should include utilisation of all possible existing data, including that of certification bodies and other industry professionals.

Recommendation 6: Feasibility of incorporating sustainability criteria into tourism grading. The TGCSA as the implementer of standards and regulation and a well-entrenched brand amongst SAE owners and managers should be strongly considered as an implementer of sustainable tourism as well. It is recommended that the feasibility of using grading as a tool for sustainable tourism implementation is explored. This should also be linked to the degree to which tourists understand the grading system vs the certification systems.

Recommendation 7: By-law, regulation and standards study for SAEs. A detailed study on the by-laws, regulations and standards that impact SAEs should be undertaken and recommendations made on how these should be amended to suit the needs of SAEs. The study should also make recommendations on how SAEs, MAEs and LAEs could be distinguished within by-laws, regulations and standards.

Recommendation 8: More in-depth analysis of Porter's Five Forces Model for the SAE sector. In order to gain a true understanding of the relative sustainability of the sector, it is proposed that a more comprehensive analysis of the Porter's Five Forces model or similar appropriate models, is undertaken for the SAE sector and then expanded to the MAE and LAE sectors. As part of the analysis, a slightly amended version of Porter's Five Forces, as proposed in section 8.4.3 should be considered, and should include:

1) The threat of new entrants / barriers to entry
2) The threat to running a successful business
3) The threat of competition
4) The bargaining power of service providers
5) The intensity of rivalry among competitors

This will not only contribute substantially to the understanding of each sector, but also inform strategies that will make each sector on its own more sustainable. It will also fill a very important gap in current industry research.

Recommendation 9: Understanding the threat of substitutes to travel and visiting SAEs. An accurate assessment of the reasons why the threat of substitutes is high – for example, seasonality, crime or quality of service – was not part of this research. However, it can be deduced from the broad industry survey that the threat is a reality and that it needs be addressed in order to ensure a more sustainable smaller accommodation sector. In order to gain a true understanding of the threat of substitutes, research needs to be undertaken to understand the tourist's perspectives on travel decisions.

Recommendation 10: Tourist demands in relation to grading and certification. It is recommended that further research is undertaken to understand what tourism demands are in South Africa in relation to quality assurance and certification. The current low level of certification and relative high level of grading could be an indication of the level demanded by tourists. These two factors need to be understood in relation to each other as a factor of competitiveness for SAEs.

In the execution of the above recommendations, the SAE sector will be able to take its rightful place in the tourism industry as a standalone sector with the potential to help create much-needed jobs in South Africa and to help alleviate poverty.

8.6 Recommendation for growing the body of knowledge on SAE sustainability

As highlighted in this research, one of the main barriers to implementation of sustainable and responsible tourism amongst SAEs is the lack of collaboration amongst stakeholders. It was also highlighted that gaps exist in data which could conceivably be hidden in databases that are not accessible to professionals and academia. The following recommendations are made towards growing the body of knowledge on sustainable tourism implementation amongst SAEs.

Recommendation 1: Creation of incentives to share information from industry professionals / academia. It is recommended that a single platform is created through which industry professionals could share data so as to help establish the baseline for the industry. The contribution of data to this platform may need to be incentivised. However, as data sharing is generally protected by strict governance, it is recommended that a model is developed through which to share de-personalised data. This would also protect certification bodies' real or perceived competitive positions.

Recommendation 2: Mainstreaming of the framework. It is recommended the framework proposed in this research is developed further and in more detail. It should be converted into a format that is user-friendly, provides step-by-step actions (both visually and descriptively) and is accessible for use by any tourism industry role player.

Recommendation 3: Revision and simplification of current guidelines and toolkits. It is recommended that currently-used guidelines and toolkits, such as the *Responsible tourism manual for South Africa* (Spenceley *et al.*, 2002) and *The South African tourism planning toolkit* (Department of Tourism, 2010) be revised and converted into formats that can be incorporated in the framework developed by this research, as outlined in Recommendation 2 above.

Recommendation 4: Conversion of the framework in to a step-by-step implementation guide. It is recommended that the framework is expanded upon to illustrate to various role players how they can implement the framework within their context. For example, SAE owners will receive a step by step guide on how to collect consumption data and how to utilise this to improve their business performance.

8.7 Concluding remarks from the researcher

The SAE sector needs to be elevated to a point where much more focus and attention can be given to it by industry role players. SAEs are immensely important in the South African economy as potential catalysts for local economic development. There are 278 local municipalities in South Africa, and each one of them is home to several smaller accommodation establishments. While SAEs do not define tourism, the absence of SAEs would make tourism impossible. They are therefore a crucial link between the tourism activity or asset and the tourist. Because they create jobs and buy products and services, they are also the crucial link between community and business. But unfortunately, the foundations upon which the SAE sector is built, were not designed to support them. They were built to support a vaguely defined and broad sector of tourism, i.e. accommodation. It is now time to take a relook at SAEs, to acknowledge their critical importance to local economies and build new, stronger foundations that are reinforced with appropriate policies, proper incentives and meaningful investment to catalyse local economic growth.

"Sustainability can't be like some sort of a moral sacrifice or political dilemma or a philanthropical cause.
It has to be a design challenge." Bjarke Ingels (architect)

List of references

Aall, C., Dodds, R., Saelensminde, I., & Brendelhaug, E. (2015). Introducing the concept of environmental policy integration into the discourse on sustainable tourism: A way to improve policy-making and implementation? *Journal of Sustainable Tourism 23*(7), 977-989.

ABTA. (2015). *Travelife - sustainability in tourism*. Retrieved January 31, 2015 from Travelife: http://abta.com/about-abta/travelife.

Acheampong, K. O. (2011). *The tourism sector, development policy and inequalities in the development of the Eastern Cape.* PhD Thesis, Dept of Geography, UNISA.

Ahmada, S. Z. (2015). Entrepreneurship in the small and medium-sized hotel sector*. Current Issues in Tourism* 18(4), 328-349.

Aldehayyat, J. S., Al Khattab, A. A., & Anchor, J. R. (2011). The use of strategic planning tools and techniques by hotels in Jordan. *Management Research Review 34*(4), 477-490.

Alston, M., & Bowles, W. (2003). *Research for social workers: An introduction to methods (2nd ed.*). Routledge, London.

Ampumuza, C., van der Heijden, F., Hendriks, N., Klunder, R., Mazurek, J., van de Mosselaer, F., & van Rumpt, I. (2008). *Women empowerment through tourism.* UNWTO, Madrid.

Aref, F. (2010). Community capacity as an approach for sustainable tourism*. e-Review of Tourism Research 8*(2), 30-40.

Aulo, G. M. (2013). *Sustainable growth and development role of tourism in development: A case for Uganda. Single-year Expert Meeting on Tourism's Contribution to Sustainable Development.* Geneva: UNCTAD. Retrieved May 28, 2015 from http://unctad.org/meetings/en/Presentation/ciem-p13_en.pdf

Avcikurt, C., Huseyin, A., & Oguzhan, M. (2011). Critical success factors for small hotel businesses in turkey: an exploratory study*. Cornell Hospitality Quarterly 52*, 153-164.

Bansal, H., & Eiselt, H. A. (2004). Exploratory research of tourist motivations and planning*. Tourism Management 25*(3), 387-396.

Bansal, P., Bertels, S., Ewart, T., MacConnachie, P., & O'Brien, J. (2012). Bridging the research gap*. Symposium*, 73. Retrieved May 28, 2015 from http://dx.doi.org/10.5465/amp.2011.0140

Baranwal, A., & Vishwakarma, A. K. (2012). *Tourism industry: Industry analysis.* Retrieved October 3, 2014 from http://www.slideshare.net/amit993526/tourism-industry-industry-analysis

Barrutia, J. M., & Echebarria, C. (2015). Factors affecting the attitude of tourism-destination local authorities towards sustainable planning tools in a networking context: The Balearic Sustainability Network. *Journal of Sustainable Tourism* 23(2), 207-233

Bartlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information Technology, Learning, and Performance 19*(1), 43-50.

Bastakis, C., Buhalis, D., & Butler, R. (2004). The perception of small and medium sized tourism accommodation providers on the impacts of the tour operators' power in Eastern Mediterranean. *Tourism Management* 25(2) 151-170.

Beachmeter. (n.d). *How to find a green hotel?* Retrieved March 31, 2016, from Beachmeter: http://beachmeter.com/green-hotel-booking-platforms/

Berning, R. (2014). Make a start, get ahead and communicate your efforts. In N. Glen (ed.) *The Responsible and Sustainable Tourism Handbook* 2, 42-47.

Biosphere Tourism. (2015). *Biosphere certification*. Retrieved August 8, 2015 from Biosphere Tourism: http://www.biospheretourism.com/en/certificado-biosphere/6

BMI. (2012). *South Africa Tourism Report Q1 2013.* Business Monitor International Ltd, London.

BMI. (2015). *South Africa Tourism Report Includes 5 year forecast to 2018.* Business Monitor International Ltd., London.

Booking.com. (2015). *Overview*. Retrieved June 3, 2015 from www.booking.com: http://www.booking.com/content/about.enb.html?dcid=4&sid=f5abfc99cf6ad728dba00983f1b33452

Booking.com (n.d.). *South Africa overview*. Retrieved October 21, 2015 from Booking.com: http://www.booking.com/country/za.en-gb.html?aid=357013;label=gog235jc-country-XX-za-XX-unspec-za-com-L%3Aen-O%3Aunk-B%3Aunk-N%3AXX-S%3Abo-U%3AXX;sid=bc7db278225b55cfb3ab0a730d952f55;dcid=1;inac=0&

Brás, J. M., Costa, C., & Buhalis, D. (2010). Network analysis and wine routes: The case of the Bairrada Wine Route. *The Service Industries Journal 30*(10), 1621-1641.

Brouder, P. (2012). Creative outposts: Tourism’s place in rural innovation. *Tourism Planning & Development 9*(4), 383-396.

Buckley, R. (2012). Sustainable tourism: Research and reality. *Annals of Tourism Research* 39(2), 528-546.

Business Dictionary. (n.d.). *Frameworks*. Retrieved October 3, 2015 from BusinessDictionary.com: http://www.businessdictionary.com/definition/framework.html

Business Partners. (2015). *Start-up costs for an accommodation business*. Retrieved January 31, 2015 from: http://southafrica.smetoolkit.org/sa/en/content/en/56519/Start-up-costs-for-an-accommodation-business

Butler, R. W. (1999). Sustainable tourism: A state-of-the-art review. *Tourism Geographies 1*(1), 7-25.

Buultjens, J., Gale, D., & White, N. E. (2010). Synergies between Australian indigenous tourism and ecotourism: Possibilities and problems for the future. *Journal of Sustainable Tourism 18*(4), 497-513.

Camison, C., & Fores, B. (2015). Is tourism firm competitiveness driven by different internal or external specific factors? New empirical evidence from Spain. *Tourism Management 48*, 477-499.

Carlisle, L. (2014). The story of communities in conservation &Beyond. *The Responsible and Sustainable Tourism Handbook Southerm & East Africa 2*, 95-99.

Carlisle, S., Kunc, M., Jones, E., & Tiffin, S. (2013). Supporting innovation for tourism development through multi-stakeholder approaches: Experiences from Africa. *Tourism Marketing* (35), 59-69.

Carlson, J., & Manktlelow, A. (Reds.). (2015). *PEST Analysis Identifying "Big Picture" Opportunities and Threats (Also Known as PESTLE, PESTEL, PESTLIED, STEEPLE, SLEPT and LONGPESTLE)*. 01 14, 2015 van Mind Tools: http://www.mindtools.com/pages/article/newTMC_09.htm

Carter, R. W., Thok, S., & O'Rourke, V. (2015). Sustainable tourism and its use as a development strategy in Cambodia: a systematic literature review. *Journal of Sustainable Tourism 23*(5), 797-818.

CBI. (2012). *Adopting good practices for sustainable tourism and sustainable tourism certification.* CBI - Ministry of Foreign Affairs of the Netherlands. Retrieved July 6, 2014 from http://www.cbi.eu/system/files/marketintel/incubator_tourism_certification_final_end_0.pdf

Chaing, C. (2010). Perceived organizational change in the hotel industry: An implication of change schema. *International Journal of Hospitality Management 29*(1), 157-167.

Chan, W. (2012). Energy benchmarking in support of low carbon hotels: Developments, challenges, and approaches in China. *International Journal of Hospitality Management 31*, 1130-1142.

Chathoth, P.K., Ungson, G.R., Harrington, R.J. & Chan, E.S.W. 2016, "Co-creation and higher order customer engagement in hospitality and tourism services", *International Journal of Contemporary Hospitality Management* 28(2), 222-245.

Chen, J. S., Chang, L.-L., & Cheng, J.-S. (2010). Exploring the market segments of farm tourism in Taiwan. *Journal of Hospitality Marketing & Management* 19(4), 309-325.

Cheng, D. S. (2013). Analyze the Hotel Industry in Porter Five Competitive Forces. *The Journal of Global Business Management 9*(3), 53-57.

Chettiparamb, A., & Kokkranikal , J. (2012). Responsible tourism and sustainability: The case of Kumarakom in Kerala, India. *Journal of Policy Research in Tourism, Leisure and Events 4*(3), 302-326.

Chaing, C. (2010). Perceived organizational change in the hotel industry: An implication of change schema. *International Journal of Hospitality Management 29*(1), 157-167.

Choi, K. (2001). The value chain's use for the service industry. *Asia Pacific Journal of Tourism Research 6*(2), 9-16.

Chong, H., & Ricaurte, E. E. (2015). Hotel sustainability benchmarking tool 2015: Energy, water and carbon. *The Scholarly Commons 15*(9), 6-11.

Cleverdon, R. G. (2010). Tourism development in the SADC region: The opportunities and challenges. *Development Southern Africa 19*(1), 7-28.

CoGTA. (2014). *About us*. Retrieved June 8, 2014, from Department of Cooperative Governance & Traditional Affairs: http://www.cogta.gov.za/sites/cogtapub/Pages/mission.aspx

CREST. (2014). *The case for sustainable travel: Trends and statistics.* Centre for Responsible Travel. Retrieved May 8, 2015, from http://www.responsibletravel.org/resources/documents/2014_Trends_&_Statistics_Final.pdf

CREST. (2015). *The case for responsible travel: Trends and statistics 2015.* Centre for Responsible Travel. CREST, Washington. Retrieved August 5, 2015, from http://www.responsibletravel.org/resources/documents/2015%20Trends%20&%20Statistics_Final.pdf

Crotti, R., & Misrahi, T. (2015). *Travel & tourism competitiveness report 2015 - Growth through shocks.* World Economic Forum.

Crouch, G. I., & Ritchie, J. B. (1999). Tourism, competitiveness and societal prosperity. *Journal of Business Research 44*(3), 137-152.

Department of Environmental Affairs and Tourism (DEAT). (1996). *White Paper: The development and promotion of tourism in South Africa.* Department of Environmental Affairs and Tourism, Pretoria.

Department of Environmental Affairs and Tourism (DEAT). (2001). *Guidelines for responsible tourism development.* Department of Environmental Affairs and Tourism, Pretoria.

Department of the Presidency. (n.d.). *Our future - make it work, National Development Plan 2030*. Department of the Presidency, Pretoria.

Department of Rural Development and Land Reform.(2015). *Strategic plan 2015-2020.* Department of Rural Development and Land Reform, Pretoria.

de Vos, A. S., Strydom, H., Fouche, C. B., & Delport, C. S. (2011). *Research at grass roots* (4th ed.). Van Schaik, Pretoria

Dalkey, N., & Helmer, O. (1963). An Experimental Application of the DELPHI Method to the Use of Experts. *Management Science*, 458-467.

Dewhurst, H., Dewhurst, P., & Livesey, R. (2006). Tourism and hospitality SME training needs and provision: A sub-regional analysis. *Tourism and Hospitality Research 7*(2), 131-143.

Dinica, V. (2006). Policy measures and governance for sustainable touirms and recreation in the Netherlands: An evaluation. *Tourism 54*(3), 245-258.

Dobbs, M. E. (2014). Guidelines for applying Porter's five forces framework: A set of industry analysis templates. *Competitiveness Review 24*(1), 32-45.

Dodds, R., & Butler, R. (2010). Barriers to implementing sustainable policy in mass tourism destinations. *Tourismos: An International Multidisciplinary Journal of Tourism 5*(1), 35-53.

Dolnicara, S., Crouch, G. I., Devinney, T., Huybers, T., Louviere, J. J., & Oppewal, H. (2008). Tourism and discretionary income allocation. *Tourism Management 29*(1), 44-52.

Donohoe, H. M. (2011). A Delphi toolkit for ecotourism research. *The Journal of Eco Tourism 10*, 1-20.

Dredge, D., Ford, E.J., & Whitford, M. (2011). Managing local tourism: Building sustainable tourism management practices across local government divides. *Tourism and Hospitality Research 11*(2), 101-116.

Dwyer, L., Forsyth, P., & Spurr, R. (2012). Wither Australian tourism? Implications of the carbon tax. *Journal of Hospitality and Tourism Management 19*, 15-30.

Earle, N. (2008). *Tourism: Sector Studies Research Project.* HSRC, DPRU,SWOP Research Consortium. Department of Labour.

EarthCheck. (2015). *Our Clients*. Retrieved October 3, 2015, from EarthCheck: http://earthcheck.org/about/our-clients/

Ecotourism Australia. (n.d.). *http://www.ecotourism.org.au/eco-experiences/find-an-ecolodge-of-australia/*, http://www.ecotourism.org.au/. Retrieved March 31, 2016, from Ecotourism Australia.

Ecotourism Australia. (2015). *Ecotourism Australia*. Retrieved October 3, 2015 from Eco Certification: http://www.ecotourism.org.au/our-certification-programs/eco-certification/

Engeset, A.B. & Heggem, R. (2015) Rural tourism: Insights from the North Atlantic, *Scandinavian Journal of Hospitality and Tourism 15* (1-2), 122-137.

Eskom. (2011). Eskom 49 Million Campaign. Retrieved March 22, 2015 from http://www.eskom.co.za/OurCompany/MediaRoom/Documents/20110318QandA49m.pdf

Eskom. (2015). *Tarrif History*. Retrieved October 3, 2015 from Eskom: http://www.eskom.co.za/CustomerCare/TariffsAndCharges/Pages/Tariff_History.aspx

European Union Committee of Regions. (2006). *Sustainable tourism as a factor for cohesion among European regions.* CoR Studies, Brussels. Retrieved March 4, 2014 from http://cor.europa.eu/en/documentation/studies/Documents/Sustainable-Tourism.pdf

Feruzi, J. K., Steyn, J. N., & Reynisch, N. (2013). The extent to which Tanzanian tour operators apply sustainable practices as outlined in the national tourism policy. *African Journal for Physical, Health Education, Recreation and Dance 19*(1), 82-96.

Fleischer, A., & Felsenstein, D. (2004). Short-run output and employment effects arising from assistance to SMEs: Evidence from Israel. In R. Thomas (ed.) *Small Firms in Tourism International Perspective*, pp. 71-74, Elsevier

Font, X. (2002). Environmental certification in tourism and hospitality: Progress, process and prospects. *Tourism Management 23*, 197–205.

Fotiadis, A. K., Vassiliadis, C. A., & Rekleitis, P. D. (2012) Constraints and benefits of sustainable development: A case study based on the perceptions of small-hotel entrepreneurs in Greece. *Anatolia: An International Journal of Tourism and Hospitality Research* 24(2) 144-161.

FTT, (2015). *Get certified*. Retrieved October 3, 2015 from Fair Trade Tourism: http://www.fairtrade.travel/get-certified

Fair Trade in Tourism South Africa (FTTSA). (2011). *Certification Strategy Document.* Fair Trade in Tourism South Africa, Pretoria. Retrieved March 3, 2014 from http://www.fairtourismsa.org.za/

Garrod, B., & Fyall, A. (2005). Revisiting Delphi: the Delphi Technique in Tourism Research. In P. B. Brent W. Ritchie, *Tourism Research Methods: Integrating Theory with Practice* (p. 85). CABI Publishing.

Gauteng Province (2013). *Gauteng Liquor Regulations, 2013.* (D. o. Development, Ed.) Retrieved from South African Police Service: http://www.saps.gov.za/services/flash/liquor/gp_liquor_regulations.pdf

Glancey, K., & Pettigrew, M. (1997). Entrepreneurship in the small hotel sector. *International Journal of Contemporary Hospitality Management 9* (1), 21-24.

Glen, N. (2012). *The state of responsible tourism for SAEs,* Retrieved May 8, 2014 from www.stpp.co.za.

Glen, N. (2015). Why mass scale programs are the best to drive sustainability in tourism. In N. Glen (ed.), *The sustainable and responsible tourism handbook of Southern Africa*, 3, pp. 34-38. Cape Town, Alive2Green

Glen, N., & Du Toit, H. (2013) *Industry Workshop Sustainable / Responsible Tourism Implementation.* Retrieved May 8, 2014 from www.stpp.co.za.

Glen, N., & Ungersbock, C. (2014). *Sustainability Week Responsible Tourism Dialogue 201*4. City of Tshwane. Retrieved October 3, 2015 from http://www.slideshare.net/STPPSlides/sustainable-tourism-introduction-niki-glen-responsible-tourism-dialogue-2020-19-june-2014

GLES. (2012). *Green Leaf Eco Standard.* Retrieved May 8, 2014 from Green Leaf Eco Standard http://www.greenleafecostandard.net/

Global Sustainable Tourism Council. (n.d.). *What we do*. Retrieved March 31, 2016, from Global Sustainable Tourism Council: https://www.gstcouncil.org/en/about/gstc-overview/welcome-to-sustainable-tourism.html

Graci, S., & Dodds, R. (2015). Certification and labelling. In M. Hall, S.Gossling, & D. Scott (eds.), *The Routlege handbook on tourism and sustainability,* pp. 200-208. Routledge, Abington.

Green Leaders. (n.d.). Retrieved April 20, 2016, from TripAdvisor: https://www.tripadvisor.com/GreenLeaders

Griffin, K., & Stacey, J. (2011). Towards a 'tourism for all' policy for Ireland: Achieving real sustainability in Irish Tourism. *Current Issues in Tourism 14*(5), 431-444.

Goeldner, C., R., Ritchie, J., R., B., & McIntosh, R., W. (2000). *Tourism: Principles, practices, philosophies*. John Wiley & Sons, New York.

Goldstuck, A. (2012). The Internet matters: The quiet engine of the South African economy. *World Wide Worx*, 38-50. Retrieved April 4, 2015 from http://hsf.org.za/resource-centre/focus/focus-66/AGoldstuck.pdf

Goodwin, H. (2012). *Responsible tourism*. Retrieved from Wikipedia: http://en.wikipedia.org/wiki/Responsible_Tourism

Goodwin, H., & Santilli, R. (2009). *Community-based tourism: A success?* ICRT Occasional Paper 11. GTZ.

Global Sustainable Tourism Council (GSTC). (2007). *Working together for the universal adoption of sustainable tourism practices.* Global Sustainable Tourism Council.

Global Sustainable Tourism Council (GSTC). (2012). *GSTC Criteria*, *2*. Retrieved January 12, 2015 from GSTC: http://www.gstcouncil.org/sustainable-tourism-gstc-criteria/criteria-for-hotels-and-tour-operators.html

Global Sustainable Tourism Council (GSTC). (2013). *Global Sustainable Tourism Council Criteria and Suggested Performance Indicators, 2.* Retrieved January 18, 2015 from http://www.gstcouncil.org/images/pdf/HTO-CRITERIA_and_INDICATORS_6-9-14.pdf

Green Hotel World. (n.d.). *Green tourism certification labels*. Retrieved March 31, 2016, from Green Hotel World: https://www.greenhotelworld.com/green-certification-labels

Greening the WSSD. (2003). *Responsible tourism handbook: A guide to good practice.* Eldis. Retrieved from http://www.eldis.org/go/home&id=13996&type=Document#.V3kLRDXkffq

Grundy, T. (2006). Rethinking and reinventing Michael Porter's Five Forces Model. *Strategic Change 15*, 213-229.

Hall, D. (2011). Tourism in semi-rural environments: Sustainability issues and experiences from Baltic states. In D. V. Macleod, & S. A. Gillespie (eds.), *Sustainable tourism in Rural Europe: Approaches to development*, pp. 75-90. Routledge, Abington.

Hall, M. C. (2011). Policy learning and policy failure in sustainable tourism governance: From first- and second-order to third-order change? *Journal of Sustainable Tourism 19*(4-5), 649-671.

Hamzah, A. (2008). Malaysian homestays from the perspective of the young Japanese tourist: The quest for Furusato. In J. Cochrane, *Asian Tourism: Growth and Change*, pp. 193-208. Elsevier, Amsterdam.

Hanekom, D. (2014). Letter of Endorsement for the N12 Treasure Route. N12 Treasure Route Association, City of Tshwane.

Harkness, J. A. (2012). Comparative survey research. In F. Esser & T. Hanitzsch, *The handbook of comparative communication research,* p. 445). Routledge, London.

Hartman, J. (2004). Using focus groups to conduct business communication research. *Journal of Business Communication 41*(4), 402-410.

Hayes, J. (2014). *The theory and practice of change management*. Palgrave Macmillan, Suffolk.

Heritage. (2011). *The Heritage Environmental Rating Programme*. Retrieved May 8, 2014 from Greening for Success: http://www.heritagesa.co.za/brochures/greenline/index.html

Higham, J. (2007). *Critical issues in eco tourism: understanding a complex tourism phenomenon.* Elsevier, Burlington.

Honey, M. (2003). Protecting Eden: Setting green standards for the tourism industry. *Environment 45*(6), 8-20.

Hoogendoorn, G., Grant, B., & Fitchett, J. (2015). Towards green guest houses in South Africa: The case of Gauteng and Kwazulu-Natal. *South African Geographical Journal 97*(2), 123-138.

Hudson, S., Ritchie, B., & Timur, S. (2004). Measuring destination competitiveness: An empirical study of Canadian ski resorts. *Tourism and Hospitality Planning & Development 1*(1), 79-94

International Centre for Responsible Tourism (ICRT). (2009). *The Inaugural Lecture of Professor Harold Goodwin.* Leeds Metropolitan University, Leeds. Retrieved from http://www.haroldgoodwin.info/uploads/haroldgoodwininaugurallecturepowerpoint.pdf

International Conference on Responsible Tourism in Destinations (2002)*. The Cape Town Declaration, Cape Town.* Retrieved May 8, 2014 from http://www.responsibletourismpartnership.org/CapeTown.html

Ilbury, C., & Sunter, C. (2005). *Games foxes play: Planning for extraordinary times.* Human & Rousseau Tafelberg, Cape Town.

ILO. (n.d.). *SCORE - Sustaining Competitive and Responsible Enterprises*. Retrieved April 20, 2016, from International Labour Organisation: http://www.ilo.org/empent/Projects/score/lang--en/index.htm

Ingram, H. (1996). Classification and grading of smaller hotels, guesthouses and bed and breakfast accommodation. *International Journal of Contemporary Hospitality Management 8*(5), 30-34.

International Trade Centre (ITC). (n.d.). *Inclusive tourism*: *Linking the poor to vibrant tourism markets - Iterative process*. International Trade Centre Sector Competitiveness, Geneva. Retrieved October 30, 2015 from http://www.intracen.org/

Jamal, T., Tailon, J., & Dredge, D. (2011). Sustainable tourism pedagogy and academic-community collaboration: A progressive service-learning approach. *Tourism and Hospitality Research* 11(2), 133-147.

Johnson, W. (2015). *Disrupt yourself: Putting the power of disruptive innovation to work.* Bibliomotion, Brookline.

Kaplinsky , R., & Morris, M. (2001). *A handbook for value chain research.* Ottawa: IDRC. Retrieved from http://www.prism.uct.ac.za/Papers/VchNov01.pdf

Kelliher, F., Foley, A., & Frampton, A. M. (2009). Facilitating small firm learning networks in the Irish tourism sector. *Tourism and Hospitality Research* 9 (1), 80-95.

Kessler, A. (2009). Nascent entrepreneurship in a longitudinal perspective. *International Small Business Journal 27*(6), 720-742.

Kew, J., & Stredwick, J. (2005). *Business environment: Managing in a strategic context.* Chartered Institute of Personnel and Development, London.

Kokt, D. (2012). *A practical guide to guest house management.* Sun Press, Bloemfontein.

La Lopa, J. M., & Day, J. (2011). Pilot study to assess the readiness of the tourism industry in Wales to change to sustainable tourism business practices. *Journal of Hospitality and Tourism Management* 18(1), 130-139.

Langalibalele, B. (2012). Sustainable Tourism Partnership Programme promotional clip. Retrieved 17 April 2015 from www.stpp.co.za

Lara, A., & Gemelli, A. (2012). Cultural heritage: World heritage sites and responsible tourism in Argentina. *Responsible Tourism Concepts, Theory and Practice*, 142 -145.

Law, R., & Ng, C. (2011). Marketing strategies for small hotels: The case of Cheung Chau in Hong Kong. *Asia Pacific Journal of Tourism Research 16*(1), 21-38.

Lehohla, P. (2015). *Tourism Satellite Account for South Africa, final 2011 and provisional 2012 and 2013.* Statistics South Africa, Pretoria.

Lengefeld, K. (2015). Financing of Tourism for Development: A holistic approach needed. Paper presented at the UNWTO General Assembly 2015, Medellin, 12 - 17th September.

Leslie, D. (2012). The responsible tourism debate. In D. Leslie (ed.), *Responsible tourism concepts, theory and practice.* CABI, Oxfordshire.

Leung, P., Lam, T., & Wong, S. (1996). Tourism development in Cambodia: An analysis of opportunities and barriers. *Asia Pacific Journal of Tourism Research 1*(2), 27-33.

Lew, A. A. (2011). Tourism place: A discussion forum on tourism's role in the global economy. *Tourism Geographies: An International Journal of Tourism Space, Place and Environment 13*, 48-151.

Lincoln University. (2006). *Tourism planning toolkit for local government.* (L. U. Tourism Recreation Research and Education Centre, Ed., & M. O. Lincoln University, Compiler). Retrieved February 13, 2014, from http://www.srknowledge.org.nz/research-completed/tourism-planning-toolkit-for-local-government/

Liu, Z. (2003). Sustainable tourism development: A critique. *Journal of Sustainable Tourism 11*(6), 459-475.

Loker-Murphy, L., & Pearce, P. L. (1995). Young budget travelers: Backpackers in Australia. *Annals of Tourism Research 22*(4), 819-843.

Lourens, M. (2007). Route tourism: A roadmap for successful destination and local economic development. *Development Southern Africa 24*(3), 475-490.

Lourens, M. (2011). *The underpinnings of successful route tourism in South Africa*. Unpublished master's thesis, Deptartment of Tourism, University of the Witwatersrand. Johannesburg.

Lynch, P. A., & Tucker, H. (2004). Quality homes, quality people: The challenge of quality grading and assurance in small accommodation enterprises. In R. Thomas (ed.) *Small firms in tourism international perspectives*, pp.183-185. Elsevier, Oxford.

Market Line. (2012). *Hotels and motels in South Africa October 2012.* Market Line Industry Profile, London.

Marlow, S. (2015, February 9). Table Mountain National Park Marketing Officer. (N. Glen, & H. van der Watt, Interviewers)

Marrelli, A. F. (2008). Collecting data through focus groups. *Performance Improvement 47*(4), 39-45.

Martin, D. (2014). The communicating strategist: Thinking about thinking. *The Journal of Business Strategy 35*(2), 49-54.

Maxim, C. (2014). Drivers of success in implementing sustainable tourism policies in urban areas. *Tourism and Planning Development 12*(1), 37-47.

Mearns, K. F. (2010). *The sustainability of community-based ecotourism in Southern Africa.* School of Environmental Design and Management, Johannesburg.

Meler, M., Grbac, B., & Horvat, D. (2005). SME and the Tourism Industry Cluster Development. *Sixth International Conference on "Enterprise in Transition",* 437-451*.* University of Split, Split.

Mengue, B., Ozame, L., & Auh, S. (2010). The interactive effect of internal and external factors on a proactive environmental stratefy and its influence on a firm's performance. *Journal of Business Ethics 94*, 278-298.

Mensah, I., & Blankson, E. J. (2013). Determinants of hotels' environmental performance: Evidence from the hotel industry in Accra, Ghana. *Journal of Sustainable Tourism 21*(8), 1212-1231.

Miller, A., & Dess, G. G. (1993), Assessing Porter's (1980) model in terms of its generalizability, accuracy and simplicity. *Journal of Management Studies* 30, 553-585. doi: 10.1111/j.1467-6486.1993.tb00316.x

Miller, G. (2001). The development of indicators for sustainable tourism: results of a Delphi survey of tourism researchers. *Tourism Management,* 22(4), 351-362.

Mitchell, J., & Ashley, C. (2010). *The power of tourism to fight poverty: Pathways to prosperity.* Earthscan, London.

Mizdrakovic, V., Knezevic, G., & Stanic, N. (2015). Bankruptcy risk exposure of Serbian hotels in the period 2008-2012. *Sitcon 2015-International Conference in Tourism.* Singidunum University, Belgrade.

Mkefa, N. (2013). Taking responsibility for tourism: The journey of the City of Cape Town. In N.Mkefa & N. Glen (eds.), *The responsible and sustainable tourism handbook Southern and East Africa*, pp. 61-63. Alive2Green, Cape Town.

Mlambo-Ngcuka, D. P. (2006). *A catalyst for accelerated and shared growth – South Africa (ASGISA).* Retrieved September 14, 2013 from http://www.info.gov.za/speeches/briefings/asgibackground.pdf

Montoro-Sa´ncheza, M. A., Mas-Verdu, F., & Soriano, D. R. (2008). Different ways of measuring performance in the service industries: Application in Spanish small and medium-sized hotels. *The Service Industries Journal 28*(1), 27-36.

Mouton, J. (2011). *How to succeed in your master's and doctoral studies.* Van Schaik Publishers, Pretoria.

Muangasame, K., & McKercher, B. (2015). The challenge of implementing sustainable tourism policy: A 360 degree assessment of Thailand's "7 Greens sustainable tourism policy". *Journal of Sustainable Tourism 23* (4), 497-516.

Murphy, E. P. (1983). Tourism as a community industry - an ecological model of tourism development. *Tourism Management, 4*(3), 180-193.

Nabi, G., Walmsley, A., & Holden, R. (2014). Pushed or pulled? Exploring the factors underpinning graduate start-ups and non-start-ups. *Journal of Education and Work* 28(5), 481-506.

NDT. (2010). *The South African tourism planning toolkit for local government.* Department of Tourism, Pretoria.

NDT. (2011). *National Tourism Sector Strategy.* Department of Tourism, Pretoria.

NDT. (2014). *Tourism Act of 2014.* Department of Tourism, Pretoria.

New Zealand Tourism. (2015). *New Zealand Tourism Strategy 2015.* New Zealand Tourism, Auckland. Retrieved October 1, 2015 from: http://www.tianz.org.nz/content/library/final_nzts2015_hr.pdf

Nkosi, M. (2012). *Tourism advocating for a greener tourism sector: Moving towards environmental sustainability, economic integrity and social justice.* National Department of Tourism, Pretoria.

Nkosi, M. (2014). *Review of the National Responsible Tourism.* National Department of Tourism, Pretoria.

Nyangintsimbi, M. (2015). The International Labour Organisation Score Programme. In N. Glen (Ed.), *The responsible and sustainable tourism handbook of Southern & East Africa*, pp. 61-65. Alive2Green, Cape Town.

Nzama, T., & Magi, L. (2009). Tourism strategies and local community responses around the world heritage sites in KwaZulu-Natal. *South African Geographical Journal 91*(2), 94-102.

Obolensky, N. (2001). Strategy formulation models. In P. Sadler (Ed.), *Management consultancy: A handbook for best bractice* (2nd ed.). Kogan Page Publishers, London.

Olivier, J. (2014). *Business plan for funding support: Magaliesburg Development Initiative*. Ranyaka Investment Managers, City of Tshwane.

Olivier, J. (2014). The Magaliesburg Development Initiative. In N. Glen (Ed.), *The responsible and sustainable tourism handbook of Southern & East Africa 2*, 86-93. Alive2Green, Cape Town.

Open Africa. (n.d.). *Routes*. Retrieved September 9, 2015, from Open Africa: http://www.openafrica.org/experiences/routes

Oxford University Press. (2014). *Dictionary*. Retrieved June 16, 2014 from Oxford Dictionaries: http://www.oxforddictionaries.com/definition/english/hom

Qualmark (n.d.) *New Zealand tourism's official mark of quality*. Retrieved November 11, 2015 from Qualmark: http://www.qualmark.co.nz/index.html.

PEMBBA. (n.d.). *Guest identification requirements in South Africa.* Retrieved May 4, 2016, from Port Elizabeth Accommodation: http://www.pembba.co.za/page/guest_identification_requirements

Porter, M. E. (1991). Towards a dynamic theory of strategy. *Strategic Management Journal 12*, 95-117.

Porter, M. E. (2008). *Competitive advantage: Creating and sustaining superior performance.* The Free Press, New York.

Primorac, D., Smoljić, M., & Bogomolec, M. (2012). Internet use as a part of business strategy in small hotels in the Republic of Croatia. *Megatrend Review 9*(1), 317-228.

Pusiran, A. K., & Xiao, H. (2013). Challenges and community development: A case study of homestay in Malaysia. *Asian Social Science* 9(5). Retrieved from www.ccsenet.org/ass

PWC. (2013). South African hospitality outlook: 2013-2017. *Destination Africa.* Price Waterhouse Coopers, Johannesburg

Rahman, I., Reynolds, D., & Svaren, S. (2012). How “green” are North American hotels? An exploration of low-cost adoption practices. *International Journal of Hospitality Management 31*(3), 720-727.

Raisel, E. (1999). *The McKinsey Way.* McGraw Hill, New York.

Raybould, M., Anning, D., Fredline, L., & Ware, D. (2014). Strategies for minimising the impacts of climate change on beach recreation and tourism values. *Rising tides and sea changes: Adaptation and innovation in tourism and hospitality.* Paper presented at the 25th Annual CAUTHE Conference, Southern Cross University, 2-5 February 2015.

Rifai, T. (2015). *Financing of tourism for development: A holistic approach neede*d. Retrieved September 22, 2015 from http://unwtoga2015.org/en/press-releases/financing-tourism-development-holistic-approach-needed

Ringbeck, J., & Pietsch, T. (2013). *How to succeed as a tourism destination in a volatile world.* Retrieved April 16, 2015 from World Economic Forum: www3.weforum.org/docs/TTCR/2013/TTCR_Chapter1.2_2013.pdf

Ringbeck, J., & Pietsch, T. (2013). *The Travel & Tourism Competitiveness Report 2013: Reducing barriers to economic growth and job creation,* Report, Booz & Company. World Economic Forum, Geneva.

Roby, H. (2014). Understanding the development of business travel policies: Reducing business travel, motivations and barriers. *Transportation Research Part A: Policy and Practice 69*, 20-35.

Rogerson, C. M. (2003). Tourism, small firm development and empowerment in post-apartheid South Africa. In R. Thomas (Ed.), *Small firms in tourism: International perspectives,* pp.13-33*.* Elsevier, London.

Rogerson, C. M. (2007). The challenges of developing backpacker tourism in South Africa: An enterprise perspective. *Development Southern Africa 24*(3), 426-443.

Rogerson, C. M. (2010). The boutique hotel industry in South Africa: Definition, scope, and organization. *Urban Forum*, *21*, 425-439.

Ruhanen, L., Weiler, B., Moyle, B. D., & McLennan, C-l. J. (2015). Trends and patterns in sustainable tourism research: A 25 year bibliometric analysis. *Journal of Sustainable Tourism 23*(4), 517-535.

Ruiters, L.H. (2015). The value of tourism business resource efficiency assessments. In N. Glen (Ed.),*The sustainable and responsible tourism handbook of Southern Africa 3,* 80-87*.* Alive2Green, Cape Town.

Runyan, D., & Wo, C.-T. (1979). Assessing tourism's more complex consequences. *Annals of Tourism Research, 4*(6), 448-463.

SABS. (2011). *SANS 1162:2011 South African Standard for Responsible Tourism.* SABS Standards Division, Pretoria.

SafariNow.com. (2015). *SafariNow core values*. Retrieved April 22, 2015 from SafariNow: www.safarinow.com

SALGA. (2015). Enhancing local government competitiveness. Presentation at South African Local Government in Tourism Conference, Ekurhuleni, 30-31 March 2015, Retrieved June 9, 2015 from http://www.tourism.gov.za/CurrentProjects/Local%20Government%20Tourism%20Conference%202015/Documents/Enhancing%20Local%20Governments%20Competitiveness.pdf

SANParks. (n.d.). *Responsible tourism in SANParks - The journey to 2022.* Tip Africa Publishing. Retrieved April 5, 2016, from https://issuu.com/lizef/docs/sanparks_responsible_tourism_flipbook/3?e=7553107/1678146

SANPARKs. (2015). Retrieved March 14, 2015, from South African National Parks: https://www.sanparks.co.za/about/responsible_tourism.php

SANParks. (2016). *South African National Parks Annual Report.* SANParks. Retrieved14 June 2016 from https://www.sanparks.org/assets/docs/general/annual-report-2016.pdf

SEDA. (n.d.). *Bed & Breakfast*. Retrieved September 9, 2015, from Small Enterprise Development Agency: http://www.seda.org.za/MyBusiness/SEDATalk/Starting/Ideas/Pages/BedBreakfast.aspx#r1

Setup My Hotel. (2015). *Reasons for travel*. Retrieved October 13, 2015 from Setup my hotel: http://setupmyhotel.com/about-hotel-industry/reasons-for-traveling.html

Sharpley, R. (2000). Tourism and sustainable developent: Exploring the theoretical divide. *Journal of Sustainable Tourism 8*(1), 1-19.

Siemens, L. (2010). Challenges, responses and available resources: Success in rural small businesses. *Journal of Small Business and Entrepreneurship 23*(1), 65-80.

Smith, N., Littlejohns, L. B., & Thompson, D. (2001). Shaking out the cobwebs: Insights into community capacity and its relation to health outcomes. *Community Development Journal 36*(1), 33.

Soleimanpour, H. (2012). Legal implications for nature-based tourism. In J. Seba (Ed.), *Ecotourism and sustainable tourism*, pp.17-29. Apple Academic Press, Washington.

Spenceley, A. Relly, P., Keyser H., Warmeant, P., McKenzie, M., Norton, P., Mahlangu, S., & Seif, J. (2002). *Responsible tourism manual for South Africa.* Department of Environmental Affairs and Tourism, Pretoria.

Spenceley, A. (2008). *Responsible tourism: Critical issues for conservation and development.* Earthscan, London.

Spenceley, A., & Bien, A. (2013). Ecotourism standards: International accreditation and local certification and indicators. In R. Ballantyne & J. Packer (Eds.), *International handbook on ecotourism.* Edward Elgar Publishing, Cheltenham.

Spenceley, A. (2012). Responsible wildlife tourism in Africa. In D. Leslie (Ed.) *Responsible tourism concepts, theory and practice*,pp. 130-140. CABI, Oxfordshire.

Spenceley, A. (2013). *Advancing sustainable tourism: A regional sustainable tourism situation analysis Southern Africa.* Retrieved September 14, 2015, from http://www.gpstourism.org/UNEP_Southern%20Africa_Situation%20Analysis_EN_2013.pdf

Spenceley, A., & Goodwin, H. (2008). Nature-based tourism and poverty alleviation: Impacts of private sector and parastatal enterprises in and around Kruger National Park, South Africa. *Current Issues in Tourism 10*(2-3)*, 255-277*.

Spencer, J., Safari, E., & Dakora, E. (2014). An evalutaion of the tourism value-chain as an alternative to socio-economic development in Rwanda, Africa. *African Journal for Physical, Health Education, Recreation and Dance 20*(2.1), 569-583.

Stats SA. (2011). *Statistical release P6410 tourism accommodation.* Statistics South Africa, Pretoria.

Stats SA. (2012). *Statistical release P6411 on accommodation industry.* Statistics South Africa, Pretoria.

Stats SA. (2013). *Tourism Satellite Account for South Africa, final 2011 and provisional 2012 and 2013.* Statistics South Africa, Pretoria.

Stats SA. (2014a). *Shaping the future of tourism - Turning 14 million tourists into 14 million opportunities.* Statistics South Africa, Pretoria.

Stats SA. (2014b). *South Africa Statistics.* Statistics South Africa, Pretoria.

Stats SA. (2014c). *Statistical release: P6410 Tourist Accommodation (preliminary) December 2014.* Pretoria: Stats SA.

Stats SA (2015a.). *Slow growth rate in tourist arrivals in South Africa in 2014 but salient characteristics remain virtually unchanged.* Retrieved August 4, 2015 from http://www.statssa.gov.za/?p=5261

Stats SA. (2015b.). *Statistical release P6410 - historical tourist accommodation data.* Statistics South Africa, City of Tshwane.

Stats SA. (2015c.). *Statistical release P6411 on tourist accommodation (preliminary).* Statistics South Africa, Pretoria.

Stats SA. (n.d.). *Statistical release*. Statistics South Africa, Pretoria.

STCAA. (2013). *Our work*. Retrieved May 17, 2013 from Sustainable Tourism Certification Alliance Africa: http://www.sustainabletourismalliance.co.za/about-us/our-work/#

Steyn, J. N., & Spencer, J. P. (2013). Are sustainable tourism policies and strategies working in Tanzania? *African Journal for Physical, Health Education, Recreation and Dance 19*(2), 299-312.

STPP. (2014). S*TPP surveys and reports*. Retrieved June 8, 2014, from Sustainable Tourism Partnership Programme: http://www.stpp.co.za/wp-content/uploads/2015/11/Brown-Signs-Survey-Report-Final-20-01-2014-NG.pdf

STPP. (2016). *Universal access in tourism.* Alive2Green, City of Tshwane.

Strambach, S., & Surmeier, A. (2013). Knowledge dynamics in setting sustainable tourism standards: The case of "Fair Trade in Tourism South Africa". *Current Issues in Tourism 16*(7-8), 736-752.

Subban, J. E. (2008). Adult literacy education and community development. *Journal of Community Practice 15*(1), 76.

Tari, J. J., Molina-Azorin, J. F., Pereira-Moliner, J., Lopez-Gamero, M. D., & Pertusa-Ortega, E. M. (2014). Quality management and performance in the hotel industry: A literature review. In M. Á.-G. Peris-Ortiz & J. Alvarez-Garcia (Eds.), *Action Based Quality Management* 1. Springer International Publishing, Switzerland.

TBCSA. (2013). Parliamentary Portfolio Committee Presentation by Matšatši Marobe. TBCSA, Cape Town, 17-18 Septeber 2013.

Tewes-Gradl, C., van Gaalen, M., & Pirzer, C. (2014). *Destination mutual benefit: A guide to inclusive business in tourism.* Endeva UG, Berlin.

TGCSA. (2014). *Grading criteria*. Retrieved March 3, 2014 from Tourism Grading Council of South Africa: http://www.tourismgrading.co.za/get-graded/whats-in-it-for-me/grading-criteria-3/

TGCSA. (2015). *Grading criteria*. Retrieved October 30, 2015 from Tourism Grading Council of South Africa: http://www.tourismgrading.co.za/get-graded/whats-in-it-for-me/grading-criteria-3/

The Free Dictionary. (n.d.). *Framework*. Retrieved October 3, 2015 from The Free Dictionary: http://www.thefreedictionary.com/Frameworks

Thomas, F. (2014). Addressing the measurement of tourism in terms of poverty reduction: Tourism value chain Analysis in Lao PDR and Mali. *Tourism Research 16*(4), 368-376.

Thomas, R. (2004). International perspectives on small firms. *Advances in Tourism Research.* University of Stirling, Stirling.

Topolansky Barbe, F., Gonzalez Triay, M., & Häufele, C., 2016. The competitiveness of the Uruguayan rural tourism sector and its potential to attract German tourists. *Competitiveness Review 26*(2),166-187.

Torres-Delgado, A., & Palomeque, F. (2012). The growth and spread of the concept of sustainable tourism: The contribution of institutional initiatives to tourism policy. *Tourism Management Perspectives 4*, 1-10.

Tourism Act 1993, Republic of South Africa, Pretoria.

Tourism Act 2014, Republic of South Africa, Pretoria.

Tourism Australia. (2015). *Sustainable Tourism*. Retrieved August 30, 2015 from Tourism Australia Corporate website: http://www.tourism.australia.com/industry-advice/what-is-sustainability.aspx

Tourism, S. A. (2008). *The Marketing Tourism Growth Strategy for South Africa 2008 to 2010.* South African Tourism, Sandton. Retrieved June 19, 2013 from http://www.southafrica.net/uploads/legacy/1/287886/The%20Marketing%20TGS%202008%20to%202010_v2_30042008..pdf

Trading Economics. (2015). *South African inflation rate*. Retrieved January 18, 2015 from Trading Economics: http://www.tradingeconomics.com/south-africa/inflation-cpi

Travel Foundation. (2011). *Water and energy saving in South Africa*. Retrieved from Travel Foundation: http://www.thetravelfoundation.org.uk/projects/destinations/south_africa/

Travelife. (2015). *Travelife collection.* Retrieved May 2, 2015 from Travelife Collection: http://www.travelifecollection.com

Visit Scotland. (n.d.). *Star grading scheme*. Retrieved September 9, 2015, from Visit Scotland: Scotland's National Tourism Organisation: http://www.visitscotland.com/quality-assurance/star-grading

UN. (1999), United Nations Commission on Sustainable Development, *Report on the seventh session (1 May and 27 July 1998, and 19-30 April 1999)*, Economic and Social Council Official Records, 1999 Supplement No. 9, New York.

UN. (2002). *International standard industrial classification of all economic activities (ICIS).* United Nations Publications, New York.

UN. (2013). *Meetings coverage and press releases*. Retrieved November 4, 2015, from United Nations: http://www.un.org/press/en/2013/sgsm15273.doc.htm

UNEP. (2008). *Climate change and tourism – Responding to global challenges.* The World Tourism Organization and the United Nations Environment Programme, Madrid.

UNEP. (2011). *Towards a greener economy: Pathways to sustainable development and poverty eradication.* Retrieved May 10, 2015 from www.unep.org/greeneconomy

UNEP & UNWTO. (2005). *Making tourism more sustainable - A guide to policy makers.* UNEP and UNWTO, Madrid.

UNESCO. (2012). *World heritage centre.* Retrieved August 5, 2013 from UNESCO World Heritage Sites: http://whc.unesco.org/

UNESCO. (n.d.). UNESCO World Heritage Sustainable Tourism Toolkit. Retrieved September 2, 2015 from http://whc.unesco.org/sustainabletourismtoolkit/welcome-unesco-world-heritage-sustainable-tourism-toolkit

United Nations. (2007). United Nations Conference on Trade and Development. *FDI in Tourism: The Development Dimension*, 65. United Nations, New York and Geneva.

UNWTO. (2012). International tourism hits one billion. UNWTO, Madrid. Retrieved December 26, 2012 from http://media.unwto.org/en/press-release/2012-12-12/international-tourism-hits-one-billion

UNWTO. (2013). *Sustainable tourism for development guidebook.* United Nations World Tourism Organisation: European Commission.

UNWTO. (2014). *Handbook on e-marketing for tourism destinations (fully revised and extended version 3.0).* World Tourism Organization and the European Travel Commission, Madrid.

Vance, L. (2015). Lessons learned from mass roll-out programmes. In N. Glen (Ed.), *The sustainable and responsible tourism handbook* 3, 72-78.

Voeks, R., & Rahmatian, M. (2012). Tourists' satisfaction with ecosystem services. In J. A. Seba, *Eco Tourism and Sustainable Tourism New Perspectives and Studies,* 1-16.

Wardman, M., & Lyons, G. (2015). The digital revolution and worthwhile use of travel time: Implications for appraisal and forecasting. *Transportation 42*(2), 1-24.

Waters, J. (2014). Snowball sampling: A cautionary tale involving a study of older drug users. *International Journal of Social Research Methodology*, 367-380.

WEF. (2013). *The Travel & Tourism Competitiveness Report 2013: Reducing barriers to economic growth and job creation.* World Economic Forum. Retrieved October 3, 2015, from http://www3.weforum.org/docs/WEF_TT_Competitiveness_Report_2013.pdf

WEF. (2015). *The Travel & Tourism Competitiveness Report 2015: Growth through shocks.* World Economic Forum. Retrieved October 3, 2015, from http://www3.weforum.org/docs/TT15/WEF_Global_Travel&Tourism_Report_2015.pdf

Weiler, B., & Ham, S. H. (2002). Tour guide training: A model for sustainable capacity building in developing countries. *Journal of Sustainable Tourism 10*(1), 52.

Whitford, M., & Ruhanen, L. (2010). Australian indigenous tourism policy: Practical and sustainable policies? *Journal of Sustainable Tourism 18*(4), 475-496.

Wiggil, A. R. (2014). The N12 Treasure Route: Sustainable marketing requires sustainable business. *The Responsible and Sustainable Tourism Handbook of Southern & East Africa*, *2*, 38-47.

Wight, P. (2007). Ecotourism, CSR, and the Fourth Dimension of sustainability. In J. Higham (Ed.), *Critical Issues in ecotourism: Understanding a complex tourism phenomenon,* pp. 214-239. Elsevier, Oxford.

Wikipedia. (2013). *Capacity building*. Retrieved 23 April 2013 from Wikipedia: http://en.wikipedia.org/wiki/Capacity_building

Wikipedia. (2013). *Community development*. Retrieved April 24, 2013 from Wikipedia: http://en.wikipedia.org/wiki/Community_development

Wikipedia. (2013). *Social capital*. Retrieved April 24, 2013 from Wikipedia: http://en.wikipedia.org/wiki/Social_capital

Wood, M. E. (2007). The role of sustainable tourism in international development: Prospects for economic growth, alleviation of poverty and environmental conservation. In J. Higham (Ed.), *Critical issues in ecotourism: Understanding a complex tourism phenomenon*, pp.158-184. Elsevier, Oxford.

World Bank. (2014). *World Development Indicators 2014.* International Bank for Reconstruction and Development / The World Bank, Washington DC. Retrieved June 9, 2014 from http://data.worldbank.org/products/wdi

World Travel and Tourism Council. (2012). *Benchmarking travel & tourism global summary: How does travel & tourism compare to other sectors?* Retrieved June 9, 2014 from http://www.wttc.org/research/economic-research/benchmark-reports/

WTO. (2002). *Enhancing the economic benefits of tourism for local communities and poverty alleviation.* World Tourism Organisation, Madrid.

WTO. (2004). *Indicators of sustainable development for tourism destinations: A guidebook.* World Tourism Organization, Madrid.

WTTC. (2015). *Travel & Tourism Economic Impact 2015 South Africa.* World Travel & Tourism Council, London. Retrieved from September 18, 2014 http://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/southafrica2015.pdf

Yang, Y., Liu, Z.-H., & Qi, Q. (2014). Domestic tourism demand of urban and rural residents in China: Does relative income matter? *Tourism Management 40*, 193-202.

Yodsuwan, C., & Butcher, K. (2012). Determinants of tourism collaboration member satisfaction in Thailand. *Asia Pacific Journal of Tourism Research 17*(1), 63-80.

Appendix A: Industry experts sample invitation and consent form

DATE

Dear Industry Expert,

Consent Form – UNISA - Department of Environmental Sciences

You have been identified as an industry expert in sustainable / responsible tourism in South Africa. You are invited to participate in and contribute to the doctoral research of Niki Glen, as set out below. Your consent is provided by signing this letter or e-mail response.

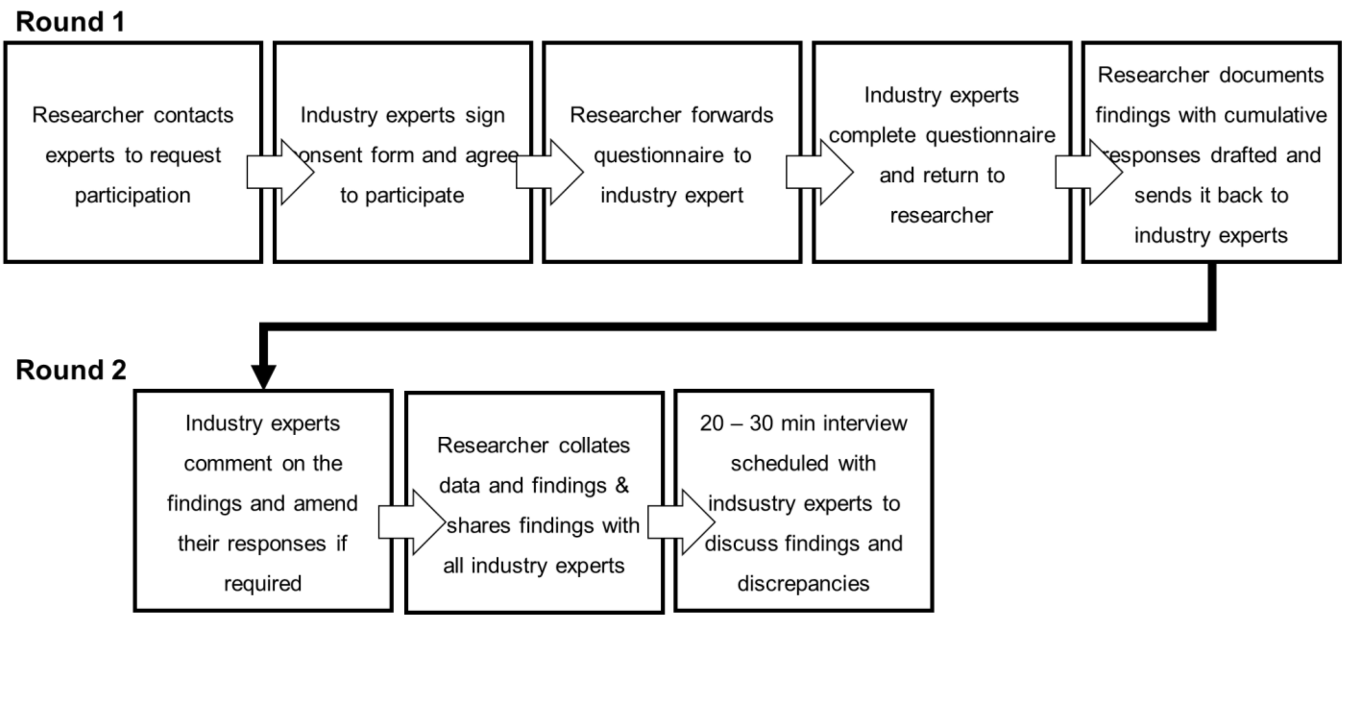
Title of research project

PhD Degree in Environmental Management: Responsible tourism framework for small accommodation establishments (SAEs) in South Africa

Nature and Purpose of the Study

The purpose of this research is to develop a framework for the implementation of responsible tourism practices in small accommodation establishments (SAEs) in South Africa. The framework will be developed utilising data collected in relation to the barriers for the implementation of responsible tourism. The study also investigates the behavioural and operational practices of SAEs.

Research process and feedback



The expert interview process comprises two rounds. In round 1, you will be requested to respond to the expert interview questionnaire provided below. In round 2, the mean responses from all expert interview questionnaire will be provided to you, and you will be given the opportunity to amend your responses. A short interview will be set up with each industry expert after round 2.

You will be given the option to receive feedback from the research once it has been completed. Feedback will be provided via e-mail and will include a summary of the findings from the industry experts, the broad industry survey and the focus groups. Withdrawal clause

You may withdraw from the research at any time. Your participation is voluntarily until such time as you request otherwise.

Confidentiality

All data collected will be treated with the strictest confidentiality. No data will be published or shared with any 3rd party in a way that will compromise the anonymity and confidentiality. Data used for articles and publications will be de-personalised. By completing the questionnaire you are providing consent to use the data for research purposes.

Further information

You are invited to submit any further questions to me at niki@done.co.za or 079 872 3160 or to Prof Kevin Mearns at Mearnkf@unisa.ac.za or 011 471 2973.

Yours Sincerely,

____

Niki Glen

I, [name], hereby provide consent to participate in the above research.

________________________ ________________________

Signature Date

Appendix B: Industry expert questionnaire

Dear Industry Expert,

You have been identified as an industry expert in sustainable / responsible tourism in South Africa. You are invited to participate in and contribute to the doctoral research of Niki Glen by responding to the questionnaire below.

Confidentiality

All data collected will be treated with the strictest confidentiality, as set out in the UNISA Ethics Guidelines. No data will be published or shared with any 3rd party in a way, thereby ensuring anonymity and confidentiality. Data used for articles and publications will be de-personalised. By completing the questionnaire, you are providing consent to use the data for research purposes.

1. Please provide the following information*

    Name & surname:____

    Business name:____

    Designation:____

    Cell phone number:____

    E-mail address:____

    Skype Address:____

2. Would you like to receive feedback once the research has been completed? *

    YES

    NO

The expert interview process comprises two rounds. In round 1, you will be requested to respond to the expert interview questionnaire provided below. In round 2, the mean responses from all expert interview questionnaire will be provided to you, and you will be given the opportunity to amend your responses. A short interview will be set up with each industry expert after round 2.

Please complete all multiple choice responses as well as the descriptive text responses within each question. This will assist the researcher to gain an understanding of each individual expert's perspective.

You will be given the option to receive feedback from the research once it has been completed. Feedback will be provided via e-mail and will include a summary of the findings from the industry experts, the broad industry survey and the focus groups.

Questions with an asterisk * are compulsory to answer.

Small accommodation establishment parameters

3. The South African tourism industry needs to agree on a single definition of a 'small accommodation establishment' in order to gain an in-depth understanding of this market.*
   - Strongly agree
   - Agree somewhat
   - Neither agree nor disagree
   - Disagree somewhat
   - Strongly disagree

   Please provide a detailed explanation for your response

4. Which of the following is the most important dimension to define a "small accommodation establishment" vs. "medium and large accommodation establishments"?*
   - No of rooms
   - No of full time staff employed
   - Annual turnover
   - Other

   Please provide a detailed explanation for your response

5. What type of establishments should be included in the above definition?*
   - Backpackers
   - Bed & breakfast
   - Country house
   - Country lodge
   - Guest house
   - Guest lodge
   - Game lodge
   - Small hotel
   - Boutique hotel

- Self-catering establishment
- Farm stay
- Home stay
- Other - Please provide additional suggestions

6. Based on the information provided in question 5, please indicate how many small accommodation establishments you think there are in South Africa.*
   - I am not sure
   - 10,000-15,000
   - 15,000-20,000
   - 20,000-25,000
   - 25,000-30,000
   - 30,000-35,000
   - More than 35,000 - please provide your estimate

7. It is important to accurately quantify the size of the small accommodation sector in relation to the overall tourism industry*
   - Strongly agree
   - Agree somewhat
   - Neither agree nor disagree
   - Disagree somewhat
   - Strongly disagree
   - Please provide a detailed explanation for your response

8. Which of the following indicators should be used to quantify the size of the small accommodation sector in relation to the tourism industry (please select as many as you prefer)?*
   - Total no of small accommodation establishments
   - Total no of bed nights available
   - Total no of day visitors hosted (for example functions & conferences)
   - Total revenue
   - No of direct jobs
   - Gross domestic product
   - Other - please provide additional suggestions

Sustainable tourism landscape in South Africa

9. The South African government has developed adequate policies to create an enabling environment for the implementation of sustainable / responsible tourism practices within the small accommodation establishment sector.*
   - Strongly agree
   - Agree somewhat
   - Neither agree nor disagree
   - Disagree somewhat
   - Strongly disagree

   Please provide a detailed explanation for your response

10. Progress made with the implementation of sustainable / responsible tourism practices within the small accommodation sector is satisfactory;*
    - Strongly agree
    - Agree somewhat
    - Neither agree nor disagree
    - Disagree somewhat
    - Strongly disagree

    Please provide a detailed explanation for your response

11. In South Africa, adequate data exists to measure the level of sustainable / responsible tourism implementation in the small accommodation establishments.*
    - Strongly agree
    - Agree somewhat
    - Neither agree nor disagree
    - Disagree somewhat
    - Strongly disagree

    Please provide a detailed explanation for your response

12. In order for South Africa to be "A top 20 tourism destination in the world by 2020", the uptake of sustainable / responsible tourism principles within the small accommodation sector must increase significantly.*

 Strongly agree
 Agree somewhat
 Neither agree nor disagree
 Disagree somewhat
 Strongly disagree

Please provide a detailed explanation for your response

13. The small accommodation sector has the potential to create an additional 225,000 direct jobs by 2020 in line with the National Tourism Sector Strategy Vision.*

 Strongly agree
 Agree somewhat
 Neither agree nor disagree
 Disagree somewhat
 Strongly disagree

Please provide a detailed explanation for your response

14. Appropriate models for the implementation of sustainable / responsible tourism practices in small accommodation establishments in South Africa exist. *

 Strongly agree
 Agree somewhat
 Neither agree nor disagree
 Disagree somewhat
 Strongly disagree

Please provide a detailed explanation for your response

15. The number of certificated small accommodation establishments (for example to SANS 1162:2011, Fair Trade Tourism Standards or The Heritage Environmental Management Company Standards) is an important indicator of the sustainability of the small accommodation sector.*

 Strongly agree
 Agree somewhat
 Neither agree nor disagree
 Disagree somewhat
 Strongly disagree

Please provide a detailed explanation for your response

16. The number of graded small accommodation establishments (Tourism Grading Council of South Africa) is an important indicator of the sustainability of the small accommodation sector.*

- ☐ strongly agree
- ☐ Agree somewhat
- ☐ Neither agree nor disagree
- ☐ Disagree somewhat
- ☐ Strongly disagree

Please provide a detailed explanation for your response

17. Foreign travellers to South Africa want to know that destinations have implemented measures to reduce negative social impact in areas of operation.*

- ☐ Strongly agree
- ☐ Agree somewhat
- ☐ Neither agree nor disagree
- ☐ Disagree somewhat
- ☐ Strongly disagree

Please provide a detailed explanation for your response

18. Foreign travellers to South Africa want to know that destinations have implemented measures to reduce negative environmental impact in areas of operation.*

- ☐ Strongly agree
- ☐ Agree somewhat
- ☐ Neither agree nor disagree
- ☐ Disagree somewhat
- ☐ Strongly disagree

Please provide a detailed explanation for your response

Specific barriers to the implementation of sustainable / responsible tourism practices

In recent workshops and studies, a number of potential barriers to the implementation of sustainable / responsible tourism practices within the tourism industry have been identified. Please indicate your view on the applicability of these to the small accommodation sector.

19. There is not enough collaboration amongst industry stakeholders to facilitate adoption of sustainable / responsible tourism practices by small accommodation establishments.*
    - Strongly agree
    - Agree somewhat
    - Neither agree nor disagree
    - Disagree somewhat
    - Strongly disagree

    Please provide a detailed explanation for your response

20. There is not enough information available to small accommodation establishments on how to implement sustainable / responsible tourism practices*
    - Strongly agree
    - Agree somewhat
    - Neither agree nor disagree
    - Disagree somewhat
    - Strongly disagree

    Please provide a detailed explanation for your response

21. There is not enough information on how to be a sustainable / responsible tourists (domestic and international) to bring about behavioural change when travelling.*
    - Strongly agree
    - Agree somewhat
    - Neither agree nor disagree
    - Disagree somewhat
    - Strongly disagree

    Please provide a detailed explanation for your response

22. There is not enough information about the role of communities# in the implementation of sustainable / responsible tourism.* #communities are defined as groups of people geographically located in close proximity to each other (for example in cities, towns and municipalities)
    - Strongly agree

- Agree somewhat
- Neither agree nor disagree
- Disagree somewhat
- Strongly disagree

Please provide a detailed explanation for your response

23. There are not enough resources available to facilitate the implementation of sustainable / responsible tourism practices across South Africa.*
    - Strongly agree
    - Agree somewhat
    - Neither agree nor disagree
    - Disagree somewhat
    - Strongly disagree

    Please provide a detailed explanation for your response

24. There is not a strong enough ‘business case’ for small accommodation establishments to adopt responsible / sustainable tourism practices.*
    - Strongly agree
    - Agree somewhat
    - Neither agree nor disagree
    - Disagree somewhat
    - Strongly disagree

    Please provide a detailed explanation for your response

25. The Small Accommodation sector is not ‘change ready’ to implement sustainable / responsible tourism practices.*
    - Strongly agree
    - Agree somewhat
    - Neither agree nor disagree
    - Disagree somewhat
    - Strongly disagree

    Please provide a detailed explanation for your response

26. The current levels of tourism related crime in South Africa need to reduce to ensure sustainability in the small accommodation sector.*
    - Strongly agree

- Agree somewhat Neither agree nor disagree
- Disagree somewhat
- Strongly disagree

Please provide a detailed explanation for your response

Expert Opinion

27. In your view, what are the most important changes that need to be implemented (and by whom) to ensure sustainable / responsible tourism principles are adopted by the small accommodation sector in South Africa (list 5 in order of impartance,1 being most important)?*
    1.
    2.
    3.
    4.
    5.
28. In your view, what are the 5 most important indicators to measure the level of sustainable / responsible tourism implementation within the small accommodation sector in South Africa (list 5 in order of importance,1 being most important)?*
    1.
    2.
    3.
    4.
    5.
29. Please provide any further information that you may deem relevant and important to be included in this research.

Appendix C: Broad industry survey invitation, consent and questionnaire

Dear Establishment Owner / Manager

NATURE AND PURPOSE OF THE STUDY

The purpose of this research is to develop a framework for the implementation of responsible tourism practices in small accommodation establishments (SAEs) in South Africa. The framework will be developed through gaining an understanding of the barriers which prevent SAEs from adopting responsible tourism practices. In addition, consumption information will be collected in order to assist with the development of benchmarks for SAEs.

RESEARCH PROCESS

As an establishment owner / managers, you are kindly requested to participate in and contribute to the research as follows: - You are requested to complete a questionnaire which includes basic information about your accommodation establishment, multiple choice questions and questions asking your opinion or view point. - The questionnaire should take no more than 30 minutes to complete. - You will also be requested to provide basic consumption data for your establishment, such as energy usage, water usage, basic purchases and bed-nights occupied over the past 12 months.

WITHDRAWAL CLAUSE

You may withdraw from the research at any time. Your participation is voluntarily.

CONFIDENTIALITY

All data collected will be treated with the strictest confidentiality. No data will be published or shared with any 3rd party in a way which will link data to an establishment's identity thereby ensuring anonymity and confidentiality. Data used for articles and publications will be depersonalised. Data collected such as the guesthouse name, location and contact person, will only be used should clarification be needed for this research. By completing the questionnaire you are providing consent to use the data for research purposes.

FURTHER INFORMATION

You are invited to submit any further questions / queries to Niki Glen at niki@done.co.za or 079 872 3160.

1. Would you like to receive feedback on this research?
   - ☐ Yes
   - ☐ No

Establishment detail

2. Establishment Detail*

   Name of Establishment____

   Town closest to your establishment or town in which establishment located______________

   Name of local municipality____

   Contact Person____

   Contact Number +27____

3. Which of the following applies to your establishment?*
   - ☐ My establishment is registered business (cc or pty limited)
   - ☐ My establishment is not a registered business (for example private home operating as guest house)
   - ☐ My establishment is VAT registered
   - ☐ My establishment is not VAT registered
   - ☐ My establishment is BBBEE certified
   - ☐ My establishment is not BBBEE certified

4. Is your establishment situated on a tourism route or tourism region, and if so which? (for example Magalies Meander, Garden Route, Stellenbosch Winelands, Dolphin Coast etc). Please provide detail*

   ____

5. In which province is your establishment located?*
   - ☐ Eastern Cape
   - ☐ Free State
   - ☐ Gauteng
   - ☐ KwaZulu-Natal
   - ☐ Limpopo

- ☐ Mpumalanga
- ☐ Northern Cape
- ☐ North West Province
- ☐ Western Cape

6. No of rooms in establishment*
   - ☐ 1
   - ☐ 2
   - ☐ 3
   - ☐ 4
   - ☐ 5
   - ☐ 6
   - ☐ 7
   - ☐ 8
   - ☐ 9
   - ☐ 10
   - ☐ 11
   - ☐ 12
   - ☐ 13
   - ☐ 14
   - ☐ 15
   - ☐ More than 15 (please specify)____

7. Type of establishment (please select more than one if your establishment fits more than one category)*
   - ☐ Backpackers
   - ☐ Bed & breakfast
   - ☐ Boutique hotel
   - ☐ Country hotel
   - ☐ Country house
   - ☐ Country lodge
   - ☐ Farm stay
   - ☐ Game lodge
   - ☐ Guest house
   - ☐ Guest lodge
   - ☐ Home stay
   - ☐ Lodge
   - ☐ Small hotel
   - ☐ Self catering establishment

- Other (please specify)
- Bar
- Business facilities
- Conference rooms / meeting rooms
- Dining room
- Entertainment room
- Games room
- Guest lounge
- Jacuzzis - central
- Jacuzzis - in room
- Library
- Restaurant
- Spa
- Swimming pool
- Any other facilities?

8. Indicate the number and/or size of other facilities at your establishment. Provide as much detail as possible for example conference rooms for up to 30 people /// spa capacity of 5 people ///*

Quality Assurance and Certification

9. Establishment TGCSA Grading - please indicate which of the following is applicable to your establishment*
   - Never Graded
   - Previously 1 star - no longer graded
   - Previously 2 star - no longer graded
   - Previously 3 star - no longer graded
   - Previously 4 star - no longer graded
   - Previously 5 star - no longer graded
   - Previously 1 star
   - Previously 2 star
   - Previously 3 star
   - Previously 4 star
   - Previously 5 star
   - Currently 1 star
   - Currently 2 star
   - Currently 3 star

- Currently 4 star
- Currently 5 star

10. Establishment AA Quality Assured - Please indicate which of the following is applicable to your establishment*
    - Never Quality Assured (QA)
    - Previously AA Recommended - no longer QA
    - Previously AA Highly Recommended - no longer QA
    - Previously AA Superior - no longer QA
    - Previously AA Recommended
    - Previously AA Highly Recommended
    - Previously AA Superior
    - Currently AA Recommended
    - Currently AA Highly Recommended
    - Currently AA Superior

11. Will you grade or Quality Assure your establishment in future?*
    - Yes I will grade
    - No I will not grade
    - I am not sure about grading
    - Yes I will Quality Assure
    - No I will not Quality Assure
    - I am not sure about Quality Assurance

    Please provide a detailed explanation for your choice and indicate any alternatives you are considering

    ____

12. Establishment certification - please indicate which of the following is applicable to your establishment*
    - Never Certified
    - Previously Fair Trade Tourism - no longer Fair Trade Tourism
    - Previously Heritage - no longer Heritage
    - Previously Green Leaf - no longer Green Leaf
    - Previously Other - no longer Other
    - Previously Fair Trade Tourism

- ☐ Previously Heritage
- ☐ Previously Green Leaf
- ☐ Previously Other
- ☐ Currently Fair Trade Tourism
- ☐ Currently Heritage
- ☐ Currently Green Leaf
- ☐ Currently Other

If you have selected "Other", please provide detail on current and past certifications

____

13. Will you grade certify or consider certifying your establishment in future?*
    - ☐ Yes - I will certify or consider certifying Fair Trade Tourism
    - ☐ Yes - I will certify or consider certifying Heritage
    - ☐ Yes - I will certify or consider certifying Green Leaf
    - ☐ Yes - I will certify or consider certifying Other
    - ☐ No - I will not certify/consider certifying
    - ☐ I am not sure

    Please provide a detailed explanation for your choice and indicate any alternatives you are considering

    ____

Business Operations

14. Please list associations of which you are a member. If none, please write "none"*

    ____

15. Which meals are served at your establishment*
    - ☐ Full breakfast
    - ☐ Continental breakfast
    - ☐ Breakfast by request only
    - ☐ Lunch fixed menu
    - ☐ Lunch buffet
    - ☐ Lunch a la carte
    - ☐ Lunch by request only
    - ☐ Dinner fixed menu

- Dinner buffet
- Dinner a la carte
- Dinner by request only
- No meals

16. How many permanent staff do you employ (including owner/manager)?*
    - 0
    - 1
    - 2
    - 3
    - 4
    - 5
    - 6
    - 7
    - 8
    - 9
    - 10
    - 11
    - 12
    - 13
    - 14
    - 15
    - More than 15 (please specify)____

17. How many part time staff do you employ (including owner/manager)?*
    - 0 - 2
    - 3 - 5
    - 6 - 8
    - 9 -11
    - 12 - 14
    - 15 - 17
    - 18 - 20
    - 21 - 23
    - 24 - 26
    - 27 - 29
    - 30 or more

Please explain under what circumstances and how often do you employ temporary staff?

18. How many of your permanent staff's private homes are situated as indicated below?*
    - Within 50 km of your establishment (local)
    - Within 250 km of your establishment (regional)
    - Further than 250 km but in South Africa
    - Outside of South Africa
    - I am not sure

19. Which of the following do you pay monthly to run your establishment? Select all applicable answers.*
    - Utilities (water, electricity, rates and taxes)
    - Telephone
    - Cell phone
    - TOMSA levies
    - Booking system
    - Booking commissions
    - Public liability insurance
    - Credit card machine costs
    - Provident fund
    - Medical aid
    - PAYE
    - DSTV
    - Top TV
    - Other (please specify) and separate by comma (,)

20. Which of the following do you pay annually to run your establishment? Select all applicable answers.*
    - TV licences
    - SAMRO
    - SAMPRO
    - Liquor licences
    - Tourism grading council quality assurance
    - Star guide (TGCSA guide)
    - AA quality assurance
    - AA travel guide
    - Portfolio collection

- Other (please specify) and separate by comma (,)________________________________
____

Sustainability measures

21. Which of the following measures have you implemented fully or partially at your establishment?*
    - Eco-friendly - growing own herbs / vegetables
    - Eco-friendly - buying goods produced within 100 km
    - Eco-friendly - buying organic food
    - Eco-friendly - buying seasonal food
    - Education - HIV / Aids awareness for staff
    - Education - guest info on local culture
    - Education - guest info on historical places/events
    - Education - guest info on codes of behaviour
    - Education - guest info on greening
    - Education - staff training on greening
    - Employment - mainly local people
    - Employment - people with disabilities
    - Employment - pay living wages (not minimum wages)
    - Employment - sharing of tips
    - Energy saving - switch off campaign staff
    - Energy saving - low energy light bulbs
    - Energy saving - heat pumps
    - Energy saving - solar geysers
    - Energy saving - gas geysers
    - Energy saving - solar panels for general use
    - Energy saving - gas cooking
    - Waste mgt - separation of waste
    - Waste mgt - composting for own use
    - Waste mgt - Bokashi bins
    - Waste mgt - worm farms
    - Water saving - borehole water
    - Water saving - eradicating invasive plants
    - Water saving - indigenous planting
    - Water saving - rainwater harvesting
    - Water saving - grey water recycling
    - Water saving - black water recycling
    - None of the above

- Other (please provide detail)

22. Please provide a list of your existing sustainability policies for example policies that relate to environment, culture, economic activities, employment, operations, purchasing etc. If none, please state "NONE".*

---

23. What was your establishment's electricity consumption (kilowatt hours) over the past 12 months? Please include all relevant metres on the property.*
    - Month 1 (12 months ago)
    - Month 2
    - Month 3
    - Month 4
    - Month 5
    - Month 6
    - Month 7
    - Month 8
    - Month 9
    - Month 10
    - Month 11
    - Month 12 (one month ago)

24. What was your establishment's water consumption (kilolitres) over the past 12 months?*
    - Month 1 (12 months ago)
    - Month 2
    - Month 3
    - Month 4
    - Month 5
    - Month 6
    - Month 7
    - Month 8
    - Month 9
    - Month 10
    - Month 11
    - Month 12 (one month ago)

25. What was your occupancy (total bed nights filled) over the past 12 months? Please remember to include the bed nights of permanent residence for example yourselves and staff if their energy/water usage is measured on the establishment's meters?*

____

26. What are the two main reasons tourists visit your establishments?*
    - ☐ Adventure
    - ☐ Art
    - ☐ Private sector business
    - ☐ Cultural
    - ☐ Conferences
    - ☐ Events
    - ☐ Farms
    - ☐ Family activities
    - ☐ Festivals
    - ☐ Food
    - ☐ Government business
    - ☐ Heritage / history
    - ☐ Medical
    - ☐ Mining
    - ☐ Nature
    - ☐ Night life
    - ☐ Relaxation
    - ☐ Sport
    - ☐ Township
    - ☐ Wellness
    - ☐ Wine tasting
    - ☐ Other (please specify)

____

27. Which one of the following applies to your establishment for the last 12 months?*
    - ☐ My establishment made a financial profit
    - ☐ My establishment made a financial loss
    - ☐ My establishment broke even

28. Briefy describe any barriers and/or challenges that impact negatively on your business

____

29. Briefly describe any aspects that have a positive impact on your business

____

30. Briefly describe your understanding of responsible and/or sustainable tourism

____

Appendix D: Focus group invitation and consent

CONSENT FORM - UNIVERSITY OF SOUTH AFRICA

TITLE OF RESEARCH PROJECT

PhD Degree in Environmental Management: Responsible Tourism Framework for Smaller Accommodation Establishments in South Africa

Dear Mr/Mrs/Miss/Ms ________________________________ Date _________________2014

NATURE AND PURPOSE OF THE STUDY

The purpose of this research is to develop a framework is for the implementation of responsible tourism practices in small accommodation establishments (SAEs) in South Africa. The framework will be developed through gaining an understanding of the barriers preventing SAEs from adopting responsible tourism practices and understanding consumption patterns amongst SAEs.

.RESEARCH PROCESS

As establishment owner / managers, you are kindly requested to participate in and contribute to the doctoral research of Niki Glen.

Date: Town – date 2014

Time: 9h30 – 12h00

Venue: TBC

- The focus groups should last than 2,5 hours and teas, coffees will be provided.
- Prior to the focus group, you will also be requested to provide basic consumption data for your establishment, such as energy usage, water usage, basic purchase and bed-nights occupied over the past 12 months – a spread sheet will be provided for convenience in capturing this data.

- Consumption data provided prior to the focus groups will be captured in an excel spreadsheet to facilitate analysis.
- All responses provided during focus group will be manually recorded by the researcher. The information will be transcribed into a standard format to facilitate analysis once all focus groups have been completed.
- 6 to 10 focus groups will be held, and you will only be required to participate in one. Once the focus groups have been completed, the findings will be distributed as minutes and distributed to all participants. Specific and confidential data and information will not be distributed.

WITHDRAWAL CLAUSE

You may withdraw from the research at any time. Your participation is voluntarily until such time as you request otherwise.

FEEDBACK

You will be given the option to receive feedback once the research has been completed. Feedback will be provided via e-mail and will include a summary of the findings from the industry experts, the broad industry survey and the focus groups.

CONFIDENTIALITY

All data collected will be treated with the strictest confidentiality. No data will be published or shared with any 3rd party in a way which will link data to an establishment's identity thereby ensuring anonymity and confidentiality. Data used for articles and publications will be de-personalised. Data collected such as the guesthouse name, location and contact person, will only be used should clarification be needed for this research. By completing the questionnaire you are providing consent to use the data for research purposes.

FUTHER INFORMATION

You are invited to submit any further questions / queries to Niki Glen at niki@done.co.za or 079 872 3160.

Yours Sincerely,

Niki Glen

I, [name], hereby provide consent to participate in the above research.

Signature Date

Appendix E: Focus group – guiding questions

1) What is responsible and sustainable tourism?

2) Why is sustainable and responsible tourism relevant to my business?

3) What measures have you implemented that are aligned with responsible and sustainable tourism practices?

4) Name maximum 5 things preventing me from running my business effectively and what are some of the solutions?

5) What are the top 5 things that are good for my business, and from which I could learn?