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**ABSTRACT:** The tourism industry in South Africa has been strongly criticised for its lack of transformation. Various government policies have been developed to encourage and expedite the spread of numerous benefits stemming from tourism to more South Africans. These include employment opportunities, small medium and micro enterprise (SMME) development, and poverty reduction. Social marketing campaigns by government tourism agencies aimed at influencing tourism businesses' management style should consider the findings from this study. Strategies will be more effective if the channels to implement RTM are made simpler, if the tourism industry feels supported by government to implement these changes, if the relative size of the business is taken into consideration, and if the perceived costs of RTM are addressed. It is imperative that the potential business benefits of RTM, including increased brand loyalty, product differentiation, marketing opportunities, and profits are communicated to tourism business managers. RTM, thus, becomes a strategic business choice for companies seeking to gain a competitive advantage. It benefits both the company and the society at large. Ultimately, a more sustainable and competitive South African tourism industry will result if business objectives of profit-maximization are aligned with social and environmental goals.

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# **Responsible tourism management: the missing link between attitude and behaviour in an emerging market**

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## **Abstract**

Responsible tourism management (RTM) practices in Cape Town, South Africa are limited. In the face of global climate change, diminishing natural resources and significant socio-economic challenges, it is essential that the tourism industry critically evaluate the impact it is having on the natural, social and economic environments. This paper investigates the current attitudes and perceptions of tourism business owners in Cape Town towards responsible tourism management (RTM) practices. Survey data of 244 tourism businesses was used to statistically test what factors are causing the low levels of RTM practices. Findings suggest that despite general positive attitudes towards RTM, businesses are not investing time and money into changing management practices. This is a common emerging market phenomenon where resource constraints negatively impact the relationship between what businesses would like to do and what actually gets done. Factors such as the perceived cost of RTM, the highly competitive environment and lack of government support are further negatively moderating the relationship. This paper recommends on how the perceived costs of implementing RTM can be reduced and what channels should be implemented to facilitate change.

## **Responsible Tourism**

At the 1992 United Nations Conference on Environment and Development it was recognised that tourism would be an important driver in community upliftment. As the debate surrounding sustainable development intensified, South Africa responded with the 1996 White Paper on "Development and Promotion of Tourism in South Africa". The Paper in no uncertain terms outlined that for South Africa, responsible tourism was not a luxury but a necessity. During

2001 the Responsible Tourism Manual for South Africa (Spenceley, Relly, Keyser, Warneant, McKenzie, Mataboge, Norton, Mahlangu, & Seif, 2002) and the Responsible Tourism Guidelines (DEAT, 2002) were developed. The first conference on Responsible Tourism was hosted in Cape Town in 2002 prior to the 2002 World Summit on Sustainable Development (WSSD) held in Johannesburg. This conference led to the 'Cape Town Declaration' where responsible tourism was defined as a three-tiered approach. Firstly, tourism development should increase the quality of life for surrounding communities; secondly it should create better business opportunities and thirdly improved experiences for tourists. Fundamental to this approach is the co-operation of communities and the public and private sector. Globally, South Africa's responsible tourism initiatives were seen as progressive. However, six years later, the question is increasingly being asked to what degree the Cape Town Declaration and the Responsible Tourism Guidelines (DEAT, 2002) have been adopted by the industry and have led to revised management practices.

This paper, based on an empirical study of Cape Town tourism businesses, investigates the current attitude and perception of business owners and managers towards responsible tourism management (RTM), and analyses the factors that are currently impeding the adoption of RTM.

*Responsible tourism management (RTM) in this paper is defined as managing the business in a way that benefits its local community, natural and business environment and itself.*

In Africa, the New Partnership for Africa's Development's (NEPAD) Tourism Action Plan (TAP) states that "tourism is recognised as one of the sectors with the most potential to contribute towards the economic regeneration of the continent, particularly through the diversification of African economies" (Rogerson & Visser, 2004: 3). At the 1998 Job Summit in Johannesburg, the tourism sector was recognised as having the greatest potential to reduce the high levels of unemployment (Rogerson & Visser, 2004: 4). In 2007 tourism contributed approximately 10.7% to global GDP, 8.3% to the South African GDP and created 969 000 jobs (7.5% of total employment) (WTTC, 2007, UN-WTO, 2007). Tourism is clearly a growing sector contributing considerably to the country's economy. Multi-stakeholder inclusion in tourism development, however, has not always been the norm in South Africa and still today various obstacles present themselves in building a truly representative tourism sector.

During apartheid tourism was 'non-developmental', leading to a non-representative distribution in tourism ownership. Tourism in Africa was historically first developed 'by colonialists for colonialists' and only recently is tourism seen as a development tool (Rogerson & Visser, 2004: 2). In the past, most black South Africans did not participate in, nor benefit from the formal tourism sector. This has led to a large portion of the community not sharing in the ownership of the national tourism product, leading to misrepresentation and hostility towards the sector (Allen & Brennan, 2004: 9). The Tourism Black Economic Empowerment (BEE) Charter and Scorecard, a Department of Environmental Affairs and Tourism (DEAT) initiative, was formed to promote the rate of transformation in the tourism industry. Companies are encouraged to address management areas of ownership, strategic representation, employment equity, skills development, preferential procurement, enterprise development and corporate social investment to become BEE accredited and subsequently be awarded government tenders. Besides the South African imperative to reduce inequality, tourism, perhaps more so than any other industry, has an obvious interest in following socially responsible principles as it is highly dependent on cultural heritage and the sustained beauty of natural resources. Nonetheless, recent research, as discussed below, shows that the South African tourism industry has been slow to adopt the principles of social responsibility (Martin & Jucker, 2005; Wijk & Persoon, 2006)

In 2006, Spenceley replicated the 2001 Tearfund study to evaluate to what extent South African tour operators were engaging in responsible management practices. Spenceley sampled 20 predominantly small-sized tour operators attending the 2006 Tourism Indaba (an annual travel trade show in Durban). A self-administered questionnaire included questions on partnerships, local benefits, training, policies, and demand for responsible tourism. Findings

revealed that almost all tour operators claimed to have a positive impact on local communities – such as employment, using local service providers and purchasing local products (Spenceley, 2007: 3). However, tour operators pointed out that they faced numerous barriers in bringing benefits to local people. These included concerns about crime, access and problems relating to capacity – such as skills, language and inconsistent service quality. Furthermore, the study revealed that only half of respondents claimed to have responsible tourism policies in place (Spenceley, 2007: 8). A majority of the sampled tour operators, however, indicated that they were engaging in positive interventions in local communities. Benefits to the community ranged from economic upliftment through employment opportunities, to improved local infrastructure and support for education, and health and conservation initiatives (Spenceley, 2007: 8).

Van der Merwe and Wöcke (2007) researched the level of responsible tourism practices in the South African hotel industry. The focus of the study was to uncover the level of understanding regarding Corporate Social Responsibility (CSR) and what practices from the Responsible Tourism Guidelines (DEAT, 2002) were being implemented. Findings revealed that, on average, South African hotels were implementing 47% of the economic guidelines, 45% of the social elements and 40% of the guidelines encouraging general responsible behaviour. A high percentage of the sample did not use CSR in their marketing campaigns and had not set any measurable targets. The sample included a high number of hotels that belong to associations promoting responsible tourism such as the Fair Trade in Tourism South Africa (FTTSA) or had participated in the Imvelo Responsible Tourism Awards (IRTA). Despite the potentially elevated figures, the results of both studies indicate low levels RTM practices.

In 2007 the Tourism BEE Charter Council commissioned an investigation into this lack of transformation. The study noted that larger tourism businesses, with an average annual turnover of R14 billion are, in general, meeting 2006 transformation targets, although often falling short of 2009 goals. The Council found that companies are underperforming in the areas of strategic representation (60% below target), especially of black women, and preferential procurement (25% below target). Eighty percent of small and medium-sized companies are struggling to meet most 2006 and 2009 targets. Transformation in the small business tourism sector is thus extremely limited. Reasons for this include: the difficulty small businesses have in reaching the BEE scores, a perception that government tenders do not apply to small businesses and therefore are of no benefit, and a lack of understanding of the seemingly complicated and expensive accreditation process (Yarona Management Consulting, 2007).

## **Corporate social responsibility**

Responsible tourism management can be categorised under the more general theme of corporate social responsibility (CSR). Research into CSR increased over the last years and has provided a robust platform from which to generate hypotheses and develop the conceptual model applied to tourism.

CSR, according to the World Tourism and Travel Council (WTTC), means adopting open and transparent business practices that are based on ethical values (WTTC, 2006). The approach strives to manage the various aspects of operations and minimise their negative impacts on the surrounding environment (WTTC, 2006). CSR aims to deliver sustainable value to society at large, as well as to shareholders, for the long-term benefit of both (WTTC, 2002: 2). The scope of CSR ranges and includes attempts to: increase community involvement in decision-making, build mutually beneficial partnerships with communities to decrease economic leakages, provide employment opportunities, revise investment policies and relations with investors, address corruption, comply with governmental regulations, improve relations with suppliers and marketing intermediaries, advertise honestly, implement fair pricing policies, provide equal opportunities and remuneration, reduce waste and increase sustainable

management of scarce natural resources (Porter & Kramer, 2006; Pender & Sharpley, 2005: 196, Maignan & Ferrell, 2004; Hunt, Wood & Chonko, 1989).

Active employee and management involvement, resources, commitment and time by all stakeholders is needed to reap the benefits of CSR (Pender & Sharpley, 2005: 289). In most cases the literature indicates that the return on investment of CSR is positive and that business performance is improved in the medium- to long-term (for example Goodwin & Francis, 2003; Kotler, Roberto & Lee, 2002; Tearfund, 2002). This paper aims to add to the body of knowledge by focusing specifically on CSR in tourism.

## The relationship between attitude and behaviour

Ruekert (1992), Jaworski and Kohli (1993) and Maignan and Ferrell (1999) found that management attitude influences:

- a) management intention (i.e. committing resources to implement change);
- b) financial;
- c) non-financial business performance; and
- d) organisational commitment.

Management attitude was thus included as the main antecedent in the model. This construct is comprised of three scales measuring (1) perceptions and attitudes towards ethics and social responsibility (PRESOR) (Singhapakdi, Vitell, Rallapalli & Kraft, 1996), (2) corporate citizenship (Jaworski & Kohli, 1993) and (3) attitude towards RTM. This led to the main hypotheses:

Hypothesis<sub>1</sub>: There is a direct positive statistical relationship between *management attitude* and *responsible management intention*.

Hypothesis<sub>2</sub>: There is a direct positive statistical relationship between *management attitude* and *business performance*.

Hypothesis<sub>3</sub>: *Responsible management intention* has a direct positive effect on *business performance*.

In line with previous research the effect of various moderators on management attitude, intention and performance were also tested. Moderators negatively or positively influence the strength of the tested relationships. Moderators included the competitive environment, the size and years of operation of the business and the personal values of managers (Jaworski & Kohli, 1993; Maignan, Hult & Ferrell, 1999; Schwarz, 2004; Burgess & Steenkamp, 2006; Yaman & Gurel, 2006).

The variables of interest that were tested are captured in Table 1.

**Table 1:** Variables of interest

Dependent Variables	Independent Variables	Moderators
Responsible Management Intention (RMI)	CSR (PRESOR)	Industry factors
Organisational Commitment	RTM	Values

Financial Performance	Corporate Citizenship	
Non-financial Performance	Responsible Management Intention (RMI)	

The inclusion of these moderator effects led to the following hypotheses:

Hypothesis<sub>4</sub>: *Industry factors* have a negative and positive moderating effect on the statistical relationship between *responsible management intention* and *business performance*.

Hypothesis<sub>5</sub>: *Company characteristics* have a negative moderating effect on the statistical relationship between *management attitude* and *responsible management intention*.

Hypothesis<sub>6</sub>: *Company characteristics* have a negative moderating effect on the statistical relationship between *responsible management intention* and *business performance*.

Hypothesis<sub>7</sub>: Managers' personal *values* have a positive moderating effect on the statistical relationship between *management attitude* and *responsible management intention*.

Performance was measured using financial as well as non-financial scales. Financial performance was tested using the dichotomous scale developed by Burgess and Nyajeka (2006). As a non-financial performance indicator the categories of the BEE Tourism Charter and Scorecard were included in the questionnaire, weighted and added to yield RTM scores. The organisational commitment scale by Hunt, Chonko and Wood (1989) was used as a third performance indicator, as organisational commitment has been shown to lead to increased employee performance.

A study by Gilg, Barr and Ford (2005) found that consumers were more likely to purchase responsibly if they perceived that their act of purchasing (for example, organic food or; fairly traded coffee) made a difference in the environment and future government policies. From a management perspective Yaman and Gurel (2006) noted that tourism decision-makers are more likely to adopt ethical management practices in the case where they believed such actions to be effective. Efficacy is also influenced by an individual's belief that government-led initiatives are effective in achieving set social, economic and environmental objectives (Gilg, Barr & Ford, 2005; Yaman & Gurel, 2006). The qualitative research findings of this study indicated a high level of distrust towards the South African government's ability to effectively execute programmes and initiatives, as well as a low level of awareness regarding the RTMSA and BEE Tourism Charter and Scorecard. It was hypothesised that the level of understanding and perception of government support towards implementing RTM is likely to play a role in the adoption of RTM and should be tested.

Hypothesis<sub>8</sub>: The level of *understanding of the RTMSA and BEE Tourism Charter and Scorecard* is low.

Hypothesis<sub>9</sub>: There is a positive statistical relationship between the *level of knowledge and understanding of government policies and managers' attitudes* towards RTM.

## **Conceptual model testing the relationship between management attitude and behaviour**

Singhapakdi *et al.* (1996) recommend that to increase the adoption of responsible and ethical management practices a deep understanding of the current perceptions of CSR in tourism is necessary. The generated hypotheses were therefore used to develop the conceptual model, which was statistically tested using multiple regressions, as well as confirmatory and exploratory factor analysis. The model is shown in Figure 1.

### Management Attitude Moderator Mediator Moderator Consequences

**Figure 1:** Conceptual framework of the effect of management attitude on performance

### Research methodology

The research design comprised an exploratory and descriptive phase. Three focus groups with members of Cape Town Tourism (CTT) were conducted to refine scale items and highlight relevant issues. CTT is a government funded information dissemination organisation linking tourists and tourism businesses. Businesses applying for membership need to comply with the minimum quality requirements set out by CTT. For the descriptive research phase a questionnaire was emailed to a database of 1,700 CTT members. The significant growth of the internet as a research tool, its proven reliability and the business environment the target population operates in, justified this method (Brennan, Rae & Parackal, 1999; Wharton *et al.*, 2003; Morris, Fenton & Mercer, 2004; Fricker *et al.*, 2005; Roth, 2005). A final response rate of 14.3% (244) was achieved, which is in line with other research in emerging markets and is deemed a large enough sample to be able to test hypotheses with (Jaworski & Kohli, 1993; Etheredge, 1999; Cooper & Schindler, 2006: 445).

### Discussion of the research findings

Cronbach's alpha coefficients and total inter-item correlation were used to test for reliability. All scales, except the sub-set of the Schwartz (1994) value scales had an Cronbach's alpha of 0.6 or more (Table 2), which according to Burgess and Steenkamp (2006) is an acceptable level in emerging market research. A factor analysis was then run to reduce the data for testing.

**Table 2:** Cronbach's alpha reliability scores for measured constructs

	Cronbach's alpha	N	Items
Perceived role of ethics and social responsibility (PRESOR)	0.71	200	9
Corporate citizenship	0.73	199	5
Responsible tourism management (RTM)	0.7	201	9
Responsible management intention (adapted scale)	0.7	199	4
Financial performance	0.7	194	3
Organisational commitment	0.86	198	4
Values (tradition and conformity)	0.59	201	6
Competitive Environment	0.68	196	7

Analysis of the study data shows that the direct positive relationship between attitude and behaviour as suggested by the consumer behaviour literature does not hold. The main reason for this missing link is the lack of responsible management intention (RMI), which is the willingness of managers to commit resources into changing management practices. RMI thus

completely mediates the statistical relationship between CSR orientation and financial performance; the perceived costs of RTM and non-financial performance; and corporate citizenship and non-financial performance. The results of this study highlight that a positive attitude towards RTM does not necessarily lead to management change. RMI has to be positive in order for behaviour to change. The presence of this mediator confirms the structure of the conceptual model developed in this study. Management attitude influences management intention, which in turn, leads to behaviour. This finding explains why, despite responsible tourism policies and initiatives, transformation is not at a satisfactory level. Tourism businesses do not have a negative attitude towards responsible tourism; rather they are facing too many constraints in their business environment to feel empowered enough to implement change.

The research found that RTM is perceived by tourism business managers and owners as expensive and odorous. Perceived costs of RTM include inferior quality standards of smaller suppliers, concerns about safety and security of these suppliers and too high costs of changing operational systems. On a positive note businesses do realise the potential benefits of implementing RTM. On average 80% of study respondents agreed that RTM leads to enhanced employee morale and performance, improves company reputation and is an effective marketing tool. Low levels of RTM, despite businesses acknowledging the benefits of responsible tourism, shows that perceived costs are outweighing perceived benefits. RTM practices will only be adopted if costs of implementation can be reduced.

Analysis of the data found that the environment tourism businesses are operating in strongly effects their attitude towards RTM and willingness to act. Findings show that the level of competition has a negative moderating effect on the relationship between management intention and performance confirming previous findings by Jaworski and Kohli (1993). As competition increases, profit margins decrease and the scope to implement change is reduced. A further measure of the competitive environment is consumer turbulence, namely the degree to which consumers demand change. Consumer turbulence was found to positively moderate the statistical relationship between management intention and non-financial performance. RTM is consumer-driven, consequently, businesses that are more market-sensing are more likely to employ responsible management practices.

Company attributes such as number of employees and years of operation were also tested. The data shows that in more established businesses managers' positive attitude translates into intention. The moderating effect between management intention and financial performance, however, is negative. This would indicate that as companies become more experienced they realise that intentions are not always sufficient in driving actual behaviour. The finding confirms research by Yaman and Gurel (2006) which showed that the more experienced managers were, the more likely they were to include a host of variables into their decision-making and the less likely they were to be idealistic, and by implication socially responsible. The challenge lies in presenting a strategic management argument for RTM, highlighting the bottom-line benefits that can accrue to companies that adopt the principles.

The study also found that understanding of government initiatives such as the RTMSA (Spenceley *et al.*, 2001) and the BEE Tourism Charter and Scorecard (2005) promoting responsible tourism is low with 44.3% of respondents understanding the RTMSA (Spenceley *et al.*, 2002) badly or not at all. These policies are the formal framework on which the transformation agenda and sustainable tourism development is founded. The low level of understanding of tourism business managers who are tasked to put in place the recommendations of these policies is disconcerting and would explain the lack of transformation. Educating the sector about the relevance and practical importance of these policies is therefore a prerequisite in bringing about the desired behaviour change. Not only is understanding important for implementation but research findings of this study show that the level of understanding of the RTMSA (Spenceley *et al.*, 2001) positively influences the level of perceived RTM benefits with  $\beta = 0.18$ . If the tourism industry accepts that RTM leads to business benefits, adoption will become a strategic decision, rather than a moral obligation.

Another indication of the level of RTM awareness and implementation is the endorsement of the FTTSA trademark. The majority (80%, 169 businesses) of respondents do not have FTTSA accreditation with only 29 businesses indicating that they have been able to meet the FTTSA's stringent criteria. The qualitative research results suggest that tourism businesses perceived the FTTSA accreditation process to be difficult, costly and not necessarily beneficial for business. There is also a positive association between understanding and support of government initiatives and attitude towards social responsibility (Gilg, Barr & Ford, 2005; Yaman & Gurel, 2006). Sixty percent of the businesses in this study do not believe that government is helping them put in place responsible tourism practices and only 17% see the government's efforts positively. This perception of government effectiveness and support negatively influences to what extent individuals believe it to be worthwhile to change.

Only 13% of study respondents indicated that they have a HIV/AIDS policy in place. This number is disconcertingly low given the urgency regarding this pandemic in South Africa. Tourism is highly labour-intensive and people-orientated and should thus be at the forefront of ensuring that employees and customers have the necessary information and protection with regards to HIV/AIDS.

This paper argues, that based on the study findings the mandate of the 'Cape Town Declaration' has only partially been met. Whilst awareness and positive attitudes towards responsible tourism have increased; implementation and evidence of responsible management practices is still limited.

## **Marketing implications**

In terms of achieving the wider socio-economic mandate of tourism in South Africa, adopting RTM practices will contribute significantly to bringing about transformation and addressing the inequalities of the past. Globally, RTM is in line with reaching the objectives of poverty reduction and unemployment as outlined by Millennium Development Goals (MDGs), as well as addressing issues around climate change and scarce resource management. Finally, RTM is a tool for the local tourism industry to develop a strategic competitive advantage, diversify the product offering and provide a unique and authentic experience. This paper has identified various factors, which are negatively affecting management attitude, intention and behaviour. The following section recommends on how some of these challenges can be addressed.

Perceived costs of using small suppliers are too high. These costs include insufficient quality standards and quantity capacity, as well as ordering and delivery ease. Many of the tourism businesses indicated that they would use smaller community suppliers if these factors could be addressed. CTT has commissioned an audit of its membership base to address this problem and compile a database of RTM suppliers to facilitate business between members. Long-term capacity building, mentoring and skills transfer to small medium and macro enterprises (SMMEs) will be essential for economic growth and social upliftment.

The lack of safety and security when using small suppliers is a key deterrent for many tourism businesses. Attacks on tourists in informal settlements, corruption, and overcharging tourists are making tour operators and other tourism service providers weary of using community suppliers. DEAT is currently developing a strategy to address the safety of visitors and put in place safety and security measures for tourism service providers. Besides the actual problems of crime and violence, there is also a challenge around the perception of crime. In many instances local community tourism service providers have a safe and secure product offering. However, an isolated incident can ruin the image and reputation of the entire industry and has significant negative spin-off effects. It is imperative that the initiatives that have been developed by government to deal with the negative effects of crime are communicated to the tourism industry and that success stories are widely publicised. Factors that are contributing to crime are the high inequality and unemployment levels currently in South Africa. Past research has shown that where communities become involved and benefit from the economic impacts of tourism, support of tourism development increases, licence to operate is gained and crime levels decrease. Increasing the involvement in tourism

development, participation and sharing of benefits is therefore an important aspect in addressing the safety and security challenges.

The level of competition in tourism is high. One way of addressing international competition is to create a uniquely South African experience. There is often a misconceived perception that overseas travellers demand the same products and services as they receive at home. Whilst there is no doubt that quality standards have to be high, research clearly indicates that tourists are looking for new, authentic and different cultural experiences. Employing RTM practices makes use of local heritage and community knowledge. By engaging with different people and cultures a richer and more competitive product-offering is developed. Clearly, the question of superior customer service and quality cannot be ignored and it is imperative that local community service providers are trained and skilled. Education in the tourism industry, as is the case in most of South African business sectors, needs to be placed continuously at the centre of development.

The perception by tourism businesses of lacking government support has to be changed. It is imperative that the private sector believes in the competence and will of the public sector to bring about change. True transformation and the achievement of the goals set out by the BEE Tourism Charter and Scorecard (2005), as well as the much wider objectives of poverty alleviation, job creation and environmental sustainable management, will be achieved only through public-private engagement. Government support needs to be carefully communicated and the effects monitored. By clearly showing tourism businesses what is being done practically to support them, goodwill results and consequently improved buy-in to adopt RTM practices. Along with the scepticism towards government support, comes the lack of understanding in the industry of policy documents concerned with the implementation of RTM. The limited understanding of the RTMSA (Spenceley *et al.*, 2002) and the BEE Tourism Charter and Scorecard (2005) show a level of apathy towards adopting the transformation agenda. It is important that these documents continue to be communicated and work-shopped. It might be necessary, in the face of continued lack of change, for government to regulate certain minimum requirements for the industry (for example, HIV/AIDS policy, waste management and corporate social investment).

Employees prefer to work for a company that reflects their own values and that is seen to be a good corporate citizen. Improved staff morale, in turn, increases staff performance. Communicating the ethical values both to potential employees and existing staff is an important exercise in terms of improving performance. Involving employees actively in community programmes is another way of encouraging CSR and reinforcing the values of the company.

The modern age consumer is increasingly critical of the activities of businesses and their impacts. Adhering to ethical management practices and adopting a triple bottom line accounting approach ensures that businesses safeguard against potential risks with regards to their reputation and image. In a highly competitive environment where product and price parity reigns, purchasing decisions are often made based on brand reputation, recognition or emotional connection. RTM ensures transparency and a balance between financial, social and environmental objectives. Such sensitivity will contribute towards safeguarding the business against activism groups and negative publicity.

## **Areas for further research**

The benefits that accrue to companies managing their business in a responsible manner are often realised only in the medium to long-term. A longitudinal research study would allow for testing of cause and effect relationships. Proof for example of the financial benefit of RTM, will be a powerful tool in motivating for more responsible management. Furthermore, whereas this paper has focused on the tourism industry, a market analysis is now needed. It is necessary to uncover the exact magnitude and nature of responsible tourism demand. In order to be

market-sensing it is vital that organisations understand the needs, perceptions, attitudes and obstacles facing consumers with regards to responsible tourism practices.

The statistical relationships in the conceptual framework, which were developed based on previous research, are partially confirmed by this research study. The findings confirm that in emerging markets the direct statistical relationship between management intention and behaviour does not necessarily hold. This is largely due to lacking resources. Practical interventions to enable change are clearly needed to facilitate the transformation of the industry for a globally competitive, socially equitable and naturally sustainable future.

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