

**Translating the 100% Pure Marketing Campaign into an Authentic  
Sustainability Management Strategy: Practices, Policies and  
Perceptions of New Zealand Tourist Visitor Information Centres  
(i-SITEs)**

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## **Attestation of Authorship**

“I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any degree or diploma of a university or other institution of higher learning.”

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3<sup>rd</sup> February 2013

## **Ethical Approval**

Approved by the Auckland University of Technology Ethics Committee on 2nd August 2012.

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## **Abstract**

Within the strategic and environmental management disciplines, the implementation of authentic strategies has been under researched. In particular, few studies have examined implementation of strategies that are focused on environmental and ecological sustainability.

The tourism industry provides an ideal context for this area of management to be studied as this industry relies on 'authentic' imagery of the natural environment and local cultures to differentiate the destination and to create enduring competitive advantage. The implementation of an authentic strategy in this area can open organisations to allegations of 'greenwash' if the principles of the strategy are not seen to be embedded throughout the organisation.

The aim of this research is to investigate the translation of the 100% Pure New Zealand, a well established, iconic marketing and branding campaign, into authentic sustainability strategies, and the implementation and embedding of these strategies. The key concepts of authenticity and sustainability are explored in relation to business strategy, within the context of the tourism industry.

This study was undertaken using qualitative research based on multiple case studies, where information was gathered using semi structured interviews with the manager and front-line employee of four i-SITEs, as well an observation of the i-SITE buildings; a place where tourists interact with the 100% Pure brand.

The results were examined using thematic analysis, where a number of themes emerged, including: sustainability, the definition, policies, practices and procedures, as well as an identification of some barriers; the perceptions and relevance of third party accreditation, in particular the Qualmark Enviro Awards; an exploration of authenticity in a tourism industry context; the communication of sustainability top-down from council and ground-up,

including with tourists; and an exploration to identify an understanding of imagery and concepts of the 100% Pure campaign.

These themes were compared and contrasted with academic literature and four concepts were identified for further discussion. First, the constraints and barriers to sustainability strategies: with reference to the council, the building, and a discourse between the participant's home sustainability actions and work implementation. Secondly, how Tourism New Zealand translates the 100% Pure campaign into a strategic vision. Third, an exploration of the understanding and meaning of authenticity. Finally, a discussion on implementing and maintain authentic sustainability strategies.

The concluding sections answer the research questions explicitly, and examine the theoretical and policy implications made by the study. For the implementation of authentic strategies the study suggests that a whole organisation approach, that combines top-down and bottom-up approaches, is necessary to implement and embed successful sustainability strategies. These theoretical insights are elaborated from two perspectives: top-down and from bottom-up, resulting in two levels of policy implications. The top-down perspective focuses on how Tourism New Zealand and local councils can better communicate the strategic vision created using the 100% Pure brand, as well as suggestions for more effective dissemination of information and knowledge about sustainability, and related policy. The bottom-up perspective focuses on employee empowerment, to engage in the creation, implementation and review of sustainability strategy to enable authentic implementation and embeddedness. Specific recommendations are offered that there must be an involvement and commitment of time and resources, not just financial resources, by the management and staff at the i-SITEs, the local councils, as well as central government through Tourism New Zealand to more effectively embed authentic strategies throughout the organisations involved.

## Introduction

Green consumerism is on the rise, as consumers shift towards being more socially and environmentally proactive in their purchasing activities (Freestone & McGoldrick, 2008). No longer considered radical or marginal (Prasad & Elmes, 2005), green consumerism opens opportunities for businesses to engage in a constructive search for creative solutions to sustainability issues facing global markets (Lozada & Mintu-Wimsatt, 1997), and in response to international pressures to meet long-term environmental and social responsibilities (Miles & Munilla, 1997).

Environmental concern is no longer an optional extra, it has become an essential part of doing business (Apaiwongse, 1997). But this effort and focus by business must be understood as more than a marketing opportunity, a business needs to create authentic strategies to improve environmental sustainability actions, and to successfully implement these strategies throughout the entire organisation to ensure enduring competitive advantage.

Companies attempting to implement authentic environmental sustainability strategies need to avoid the accusation of greenwash: where a business markets themselves as being green without any real social or environmental organisational commitment (Cliath, 2007), or environmental management strategies are perceived as purely symbolic (Prasad & Elmes, 2005).

The issue of greenwash is particularly relevant for the tourism industry. This industry often relies on a destination's natural attractions to create a point of difference, beyond the traditional sun, sand and beaches imagery. It is suggested by Nijssen and Douglas (2011, p. 123) that there is a desire for tourism consumers, tourists, for "products, brands, [and] articles that are representative of a culture," not just a place.

Tourism New Zealand created the 100% Pure New Zealand brand as a way to identify New Zealand as a destination with a point of difference, to distinguish

New Zealand from competing markets, and to capitalise on the clean and green associations with New Zealand as a country.

The 100% Pure New Zealand campaign is one of the longest-running and successful tourism branding campaigns. The risk to this brand, and by association national tourism revenue, is the potential for a perception of greenwashing. There has been little to connect the implementation of authentic strategies such as 'green' marketing campaigns to their implementation through the development of policies and practices.

In 1999, Tourism New Zealand (TNZ) launched the 100% Pure campaign (Insch, 2011) to position New Zealand as a clean, green and pure place, with the marketing featuring images of pristine scenery, dramatic landscapes and sweeping vistas (Aitken, Gnoth & Campelo, 2011). The 100% Pure campaign was recognised 10th best tourism brand in the world in 2005 (Insch, 2011, p. 287).

This clean and green concept has been linked to New Zealand since the 1970s (Insch, 2011). This was further expanded in the 1980s to include the stand against nuclear weapons and genetic modification. New Zealand has consistently been at the forefront of global ecological initiatives, and was one of the initial countries that signed the Kyoto Protocol on climate change.

The Kyoto Protocol forms the basis for the Emission Trading Scheme (ETS) introduced by the New Zealand government to reduce greenhouse gasses and other emissions, as required under the Kyoto agreement. This research looks beyond regulatory compliance for businesses and aims to investigate voluntary sustainability measures introduced through sustainability strategies.

The tourism industry is a loose grouping of diverse interests: government, commercial, local community and national interest groups, with a diverse range of tourism types and ventures within the industry (Bramwell, 2005; Fennell & Butler, 2003). Insch (2011) suggests that national tourism campaigns are often avoided, as it is difficult to capture the diversity and

complexity of the industry, and nation, in a single positioning statement. The 100% Pure campaign succeeds as it creates a corporate brand for New Zealand, not a tourism product brand (Morgan, Pritchard & Piggott, 2003).

Insch (2011, p. 288) indicates that there has been a growing scepticism and consumer resistance to green brands, particularly where consumers feel it is more greenwash than green and cautions that to overcome greenwashing a destination “must consistently deliver to an environmentally savvy and discerning market.” The 100% Pure campaign has been extensively researched in terms of marketing management.

Morgan et al. (2003) conclude that visitors must experience the brand as authentic and must have the three principles of trust, ethics and efficiency; Aitken et al (2011) agrees adding add openness, authenticity and sincerity. To be considered authentic, Liedtka (2008) suggests that the organisation need to show a transparent commitment to the shared vision with its customers. For the strategy to be perceived as authentic the strategy would need to be connected to those responsible for its implementation, and embedded within the organisation.

There has been little to connect a successful ‘green’ marketing campaign to strategic planning, policies and practices. This is particularly true in the diverse and fragmented tourism industry where authentic strategies could add-value or competitive advantage. Strategic planning commonly have a focus on budget preparation, vision and goal setting, but, according to Soteriou & Coccossis (2010) is often not conducted in a comprehensive or exhaustive manner. An agreement on what should be sustained is necessary for creating strategic policy (McCool, Moisey & Nickerson, 2001) with a clear direction from management to ensure that environmental sustainable practices are implemented into the strategic plan of the business.

In the domain of business strategy the aspect of strategy implementation has been under-researched (Yang, Sun and Eppler, 2010), with areas such as the implementation of authentic strategies largely ignored. Authentic strategies are

those where both the company and its workers need to be authentic participants in understanding and delivering the strategy for this form of differentiation to be successful (Cox & Mowatt, 2012; Mowatt, 2004.) In order for these strategies to be successful, it is important that the market and industry context need to be thoroughly understood. The 100% Pure campaign implemented at Tourism Visitor Information Centres (i-SITEs) provides a context in which to investigate how a strategy is communicated, implemented and understood by managers and front-line staff.

This research aims to investigate in what ways do New Zealand Tourism translate the 100% Pure 'clean-green' marketing campaign into an authentic sustainable management strategy: what are the environmental sustainability practices, policies and perceptions of i-SITEs, the place where tourists interact with the 100% Pure New Zealand brand. As part of this, the research will explore and develop the theoretical concepts of authentic strategies, with a focus on authentic sustainability strategies, by investigating the drivers, attitudes and motivation of management and staff at these centres to implement an authentic sustainable strategy.

First a literature review will be conducted on sustainability and business strategy, in particular how these two management concepts interact within the tourism industry. The research then sets out the research question in detail as well as the methodology for the qualitative investigation technique of semi-structured interviews used to collect the results to inform the discussion. A conclusion will focus not just on the policy suggestions to improve authentic sustainability strategy, but also theoretical findings of this research.

## **Literature Review**

This literature review is an exploration of the different aspects of authentic sustainability strategies: development and implementation. The literature begins with an exploration of the concept of sustainability and what it means for businesses. This is to explore what relevance sustainability has for business and to create an understanding of how businesses define sustainability.

The main focus of this research is to examine the implementation of authentic sustainability strategies; in order to do this the literature review next explores the management concept of strategy, developing a review from defining strategy to exploring keys to successful strategy implementation. Once the literature on strategy is investigated, the intersection of sustainability and business strategy is then explored before this area is examined with relevance to the tourism industry.

To create a basis for multiple case studies, at the i-SITEs, the 100% Pure New Zealand campaign, referred to as 100% Pure, is outlined in more detail. This is done not just to identify the history of this marketing campaign, but also its connectiveness to wider strategies of brand and vision.

Finally, there is an exploration of the term authentic: the definition of authentic, how it relates to business strategy, and the relationships between authentic and the tourism industry.

### **Sustainability**

In this part of the literature review the concept of sustainability is explored. The aim is to examine this concept from its roots in fringe grassroots environmentalism, to the development of sustainability as a global issue. This

section will conclude with an exploration of the literature to create a common understanding and definition of the term sustainability.

The Brundtland report entitled “Our Common Future” is often referred to as the basis of modern interest and definitions in environmental sustainability (Lozada & Mintu-Wimsatt, 1997). In this report the commission outlines “the global agenda for change” (United Nations, 1987). This report forms part of the documents and actions, including Agenda 21, established at the Rio Earth Summit in 1992 (Connell, Page & Bentley, 2009; United Nations, n.d.). Environmental sustainability is not a new concept, however, this was the first time it was addressed on a global level, moving away from a fringe, individual concept.

In the 1970s there was a rising interest in the environment. The concept of creating a life that was in symbiosis with nature was gaining popularity amongst many small groups within society, and was the founding principles of many communes established at the time (Lozada & Mintu-Wimsatt, 1997). One limiting factor of the growth of this philosophy was technology to create environmentally sustainable methods for living (Lozada & Mintu-Wimsatt, 1997).

The early focus of environmentalism was on the community, village or society in general; not just an emphasis on personality and an individual’s values (Cornwell & Schwepker, 1997). The main motivation was an individual’s desire to return to more traditional, simple living and a belief in the power of the individual (Cornwell & Schwepker, 1997).

The most commonly quoted definition of modern environmental sustainability is from the Brundtland report:

“Humanity has the ability to make development sustainable to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs.” (United Nations, 1987, p. 15)

In the 1992 United Nations report there is a movement from the individualistic, grassroots, concepts towards a global recognition of environmental and social issues. Fennell & Butler (2003) describe this change of philosophy as bridging the gap between the social sciences and natural sciences in solving complex problems using a socially constructed human-environment relationship, labelled ecology.

Mackoy, Clantone and Droge (1997, p. 45) take this concept further citing Anderson and Churchman's description that "the environment is the world's largest general system, the system within which all systems operate." Taking this one step further adding: "the imperative behind this critique is the recognition that the stake is not simple economic, social or personal efficacies, or abstraction such as beauty, justice or religious beliefs. The stake is survival itself" (Mackoy et al., 1997, p. 45). This is the basis of the global catastrophe philosophy that has pervaded modern media in the form of global warming and climate change.

Schianetz and Kavanagh (2008) suggest the key to long-term environmental sustainability is in the resilience of the social-ecological systems, indicating that the evolution of this system is based on sudden changes in the natural environment as well as social environments. Roberts and Tribe (2008) agree with this concept as they define the concept of community as one that is evolving and dynamic.

Yeoman, Durie, McMahon-Beattie and Palmer (2005) suggest that individuals are moving beyond the goods and services experience towards wider means of worth beyond material possessions; showing concern for the wider issues of environment, animal welfare and social justice. In other words they describe it as fulfilling Maslow's self-actualisation concept (Yeoman et al., 2005).

Whilst Reijonen (2011) defines green consumerism as being responsible and empowering, Freestone and McGoldrick (2008) indicate that the motives for this interest in wider issues beyond materialism may not always be altruistic.

They suggest that an individual may wish to “feel good, by doing good” (Freestone & McGoldrick, 2008, p. 447), and in fact may be a way to appease social expectations by being seen as being green.

Mackoy et al. (1997, p. 39) indicated that modern society had become a consumption culture: one where “the focus was on producing and consuming goods above a minimum level”. Lozada, and Mintu-Wimsatt (1997, p. 183) stated that for environmentally sustainable growth the growth would need to be more “equitable and environmentally careful”, adding that the advantages of sustainable development would include: a boost to efficiency, building a framework for change, and yet restrain consumption to levels that the global resources could sustain.

For the change from the consumption culture to work, Freestone and McGoldrick (2008) suggest a trade off of values would need to occur: cost/benefit analysis; prioritising and ranking of resource use; consideration between self, society and others; and that this would not always be rational but often highly emotional. Schianetz and Kavanagh (2008) concur suggesting that the end result would integrate all parts of the system, not just from one aspect or point of view. Crossman’s (2011, p. 557) view is that “managing environmental sustainability requires passion: physical, social and spiritual.”

The main obstacle to these authors’ utopic view is that ambiguity that Bramwell (2005) indicates is due to the number of interested parties, and their diverse beliefs and aims. A community may not be able to satisfy all the needs of their individuals, so how can this be achieved at the global level? Mackoy et al. indicated in 1997 the tension that exists between the reduce-reuse-recycle and the buy-use-dispose philosophies. Moscardo (2008) suggests that resistance to environmental sustainability is often due to the focus on the negative impacts: for example environmental degradation, resource depletion and climate change. There is little focus on the positive impacts of environmental living outside of the individual and community.

Smith and Haugtvedt (1997) link other factors that influence consumer behaviour, including apathy, or a perception that environmentally friendly products are more expensive. Reijonen (2011) gives another aspect of consumerism; decision-making based on experiences. Reijonen suggests that the decision-making is a multi-faceted and emergent process, and that the process is not always linked to a cost/benefit analysis of the values of the individual. In their article they use, as an example, a person buying organic milk to drink. There is a suggestion that purchase may be influenced by quality and taste of the milk, not necessarily that the milk is organic (Reijonen, 2011).

Freestone and McGoldrick (2008) state, people who tend to act ethically tend to become more ethical in their behaviour; creating more personal and social benefits. Their list of what ethical consumers consider includes: green consumerism, animal welfare, social justice, fair trade, organic, environmentally friendly and consideration of other people (Freestone & McGoldrick, 2008).

Defining what sustainability actually means is a complex manner. As mentioned before Fennell & Butler (2003) refer to ecology as a socially constructed human-environment relationship. The following table, Table 1: Definitions of Sustainability and Related Terms, is a representation of how differing authors define sustainability: environmental, ecological, economic, social, growth and development.

There are three key common concepts identified in this table (Table 1). Firstly, there is a recognition that a business needs to make a profit to remain viable. Secondly, active management of resources is required to conserve, enhance and preserve natural resources. Finally it is recognised that environmental sustainability is important for the continual use of resources into the future, and not just in business terms: environmental and social aspects must also be considered.

### *Definitions of Sustainability and Related Terms*

<b>Term Used</b>	<b>Definition</b>	<b>Reference</b>
Sustainability	Development that meets the needs of the present without compromising the ability of the future generations to meet their own needs - from Report Our Common Future 1987	Lozada & Mintu-Wimsatt, 1997, p. 183
Sustainability	The ecological, economic and social aspects must be maintained in good condition both individually and as a whole	Brown & Stone, 2007, p. 716
Sustainability	Meets the needs of the present without compromising the ability of future generations to meet their own needs	Sheth & Parvatiyar, 1997, p. 6
Environmental sustainability	Activities of business that lends themselves to conservation and preservation of the natural and built environment in a way that its health and integrity is maintained for the future well-being of the destination	Roberts & Tribe, 2008, p. 584
Environmental management	Management and control of the environment and natural resources systems in such a way so as to ensure the sustainability of development efforts over a long-term basis	Schianetz, Kavanagh & Lockington, 2007, p. 374
Ecological sustainability	Ensuring development is compatible with the maintenance of essential ecological processes, biological diversity and biological resources	Timur & Getz, 2009, p. 221
Environmental quality	The quality of the natural features of a destination that can be deteriorated by human activities	Mihalic, 2000, p. 66
Sustainable development	A process of change that aims to secure a harmonious relationship between development and the environment (ecological, economic, and sociocultural).	Soteriou & Coccossis, 2010, p. 191
Sustainable Growth	Growth that has been made more equitable and environmentally careful	Lozada & Mintu-Wimsatt, 1997, p. 183
Economic Sustainability	Ability for a business to make a profit in order to survive and benefit the local and national economic system	Roberts & Tribe, 2008, p. 584
Economic Sustainability	Development is economically efficient and resources are managed in a way that they can support future generations	Timur & Getz, 2009, p. 221
Sociocultural sustainability	Development increases people's control over their lives, and is compatible with the culture and values of people affected by it, and maintains and strengthens community identity	Timur & Getz, 2009, p. 221
Environmentalism	Umbrella term covering issues related to air and water pollution, land use, hazardous materials and related health problems, solid waste disposal, resource depletion, energy use, and biosphere integrity.	Mackoy, Clantone & Droge, 1997, p. 38

**Table 1: Definitions of Sustainability and Related Terms**

One area that is often overlooked when considering sustainability is the issue of social justice. Cornwell and Schwepker (1997, p. 127) define social responsibility as “the willingness of an individual to help other persons even when there is nothing to be gained.” This concept can be applied to an organisation as well.

One way this issue can be addressed is to focus on local employment and the purchasing from and promoting local businesses (Schianetz & Kavanagh, 2008). Timur & Getz (2009) identify creating long-term employment opportunities as being important to social justice, with Roberts & Tribe (2008) adding that wages and salaries must be appropriate, as well as the quality of the employment, staff training opportunities and community involvement.

Community involvement can also be addressed by an individual or organisation volunteering time or resources; not just money (Timur & Getz, 2009). Schianetz and Kavanagh (2008) suggest creating educational opportunities and community learning projects to improve the sustainability of an area. Mihalic (2000) agree with this view, suggesting that environmental education and information dissemination should be part of this.

Globally the issue of social justice can be addressed by supporting Fair Trade or other charity initiatives (Timur & Getz, 2009), not just environmental groups.

Eco-cide is a term used by Crossman (2011) to describe the impending cataclysmic consequences that potentially could occur if people, and by extension businesses, do not change to being more environmentally sustainable. This extreme view creates the tension between the environmental sustainability and the economic growth paradigm (Crossman, 2011). However, as with many dichotomies, reality lies somewhere in a continuum between these extreme points.

Even if we revert to the Brundtland report definition stated earlier in this literature review, the issue is how is this translated by businesses or governments in a way that can be used to create policies, practices and

procedures. Finding a definition for sustainability is one thing, but to determine what that definition means to people is another.

In the interview process of this research, there will be an exploration of the understanding of sustainability to identify what this concept means to the managers and front-line staff. This can be used to examine not just the individual respondent's understanding of this term, but key words analysed to identify what sustainability means as a general concept as well as in the business organisational context.

### **Sustainability for Business**

The increased interest in environmental sustainability has impacted on businesses and the way in which they are run. Collins, Lawrence, Pavlovich and Ryan (2007) state that most businesses see environmental regulations as an additional cost. The introduction of the Emissions Trading Scheme (ETS) into New Zealand has created new regulations, stricter controls on pollution and emissions as well as extra taxes in the form of carbon tax.

Compulsory compliance is not investigated in this research; instead this research focuses on voluntary policies, procedures and actions within businesses. A business may have a focus on environmental sustainability for a number of reasons, and not just the altruistic social responsibility, defined by Cornwell and Schwepker (1997, p. 127) as the "willingness of an individual to help other persons even when there is nothing to be gained."

Roberts and Tribe (2008) suggest that organisations and management can increase their environmental sustainability through a mix of research and development, as well as human resource development. A whole organisation approach is necessary for long lasting changes and benefits. McDonagh (2011) cautions that although there is a wide range of information and

literature, businesses are often slow to incorporate these ideas into existing buildings, this could be due to a focus on cost/benefit analysis.

The first area that is considered in creating environmental sustainability policy is the area of resources. Using resources more efficiently would logically lead to a reduction of costs, improved productivity or performance and increased profits. Crossman (2011) considers this as a rational approach: how can being environmentally sustainable save money, or even make money? The issue raised by Prasad and Elmes (2005) is that these changes create a 'win-win' situation for a business, but are often minor or cosmetic changes that have little or no impact on the overall environmental sustainability of the organisation.

Fennell and Butler (2003) suggest that a change to more environmentally sustainable development is in recognition that resources are limited. Reijonen (2011) state that this is being done in two differing ways. Firstly scientists are focused on pollution and the diminishing store of resources, and secondly social scientists focus on the social origins of resource exploitation and environmental degradation to find alternative and potentially more sustainable consumption methods (Reijonen, 2011).

This is highlighted by the mind-set change as identified by Mackoy et al. (1997, p. 59) where they quote Boulding, 1966:

“The natural environment is viewed by humans as a free resource to be exploited and used of our well-being, separating us from the environment results of our economic decisions.”

Mackoy et al. (1997) continue that this old viewpoint is based on the religious idea that man has dominion over the planet, resources, animals, etc.; that God created the planet for human use. Crossman (2011, p. 555) agrees with a change in sentiment about resources stating that there has been a “shift from poacher to gamekeeper of natural resources”, where business no longer exploit; they manage.

One caution from McDonagh (2011) relates to energy use suggesting that it can be difficult to identify energy reductions in annual reports as it is recorded as a dollar amount, not a usage amount, for example kilowatts of electricity. They also indicate that regional differences may create a false sense of usage as Christchurch businesses traditionally had lower electricity usage than Auckland businesses, where factors including: the use of air-conditioning and the size of business buildings have an impact on energy use (McDonagh, 2011).

The other side of resource use is waste reduction. Lozada and Mintu-Wimsatt (1997) suggest pollution is also a sign of inefficiencies and costs: in other words wastage of resource and energy. Brown and Stone (2007) suggest although there was a focus in the 1990s on waste it tended to be more about waste disposal rather than waste reduction: a focus on recycling as a way to divert waste away from landfill. Prasad and Elmes (2005) add that recycling, in particular down-cycling; the reuse of a waste product into a new products e.g. plastic bottles into clothing or glass into insulation, still requires considerable energy.

The suggestion from Bramwell (2005) is that the government has a role to play in waste reduction: taxing energy use and waste. Which they suggest saves scarce resources and reduces pollution. This is the concept behind the ETS that aims to make businesses accountable for pollution, in particular carbon-dioxide emissions as identified in the Kyoto Agreement.

This still is a focus on waste minimization and a reduction of water and energy consumption, which Mihalic (2000) suggests is done as a cost saving measure. Instead Schianetz et al. (2007, p. 374) suggest a process of cleaner production which is a:

“Preventative strategy which promotes eliminating waste before it is created to systematically reduce overall pollution generation and improve efficiencies of resource use.”

One concept still under consideration today is the idea of a business becoming a zero waste or zero pollution business (Lozada & Mintu-Wimsatt, 1997; Sheth & Parvatiyar, 1997). This is part of the 1990s managerial tools and reporting including: triple bottom line, total quality management, and social/environmental audits (Lozada & Mintu-Wimsatt, 1997). How a business can produce zero waste is not well explained, instead it is reported as an idea that in the act of being strived for will reduce waste and pollution, and in effect decrease inefficiencies.

The focus of government, and often the public, is on the larger organisations. However, Roberts and Tribe (2008, p. 576) caution this approach, as “too many inappropriate or poorly operated small-scale developments in the wrong location... could be just as harmful and non-sustainable as a single large development.” Small businesses should have just as much responsibility for their resource use, waste management and pollution, as a larger business. One aspect of the ETS is that it aims to be applied to all businesses in an even and equitable manner.

The business concept of competitive advantage, where, as Inch (2011) suggests, a business must differentiate to create an advantage over their competitors, is another reason that environmental sustainability is being considered more often. Mihalic (2000) says that whilst reducing a business environmental impact may reduce their costs, improving the environmental quality for the business is what creates the competitive advantage. Martin, Johnson and French (2011) concur adding that ethical behaviour can be used as the source of the differentiation, which can result in a positive response from stakeholders.

A stakeholder is “a group or individual who has an interest in the actions of an organisation and the ability to influence it’ (Dodds, Graci & Holmes, 20120, p. 208). These stakeholders extend beyond the consumer and customers to include: community, investors, and suppliers.

The concept of corporate social responsibility (CSR) is closely tied to stakeholder theory. CSR is defined as “any responsible activity that allows a firm to achieve sustainable competitive advantage, regardless of motive” (Barney, Ketchen & Wright, 2011, p. 1311). CSR involves the consideration of moral obligations to stakeholders, environmental sustainability, a license to operate and an organisation’s reputation (Porter & Kramer, 2006). CSR’s main focus is to “satisfy external audiences” (Porter & Kramer, 2006, p. 82). The main aim of this research is to investigate the internally focused development and implementation of sustainability strategy; therefore CSR falls outside of the area of interest.

The other side to this is businesses must also see an advantage to environmental marketing. Apaiwongse (1997) suggests that businesses are more likely to alter their marketing if any changes to having a more green policy is a way to meet air quality standards, is financially feasible or less expensive than traditional methods, or can be claimed as being more energy efficient.

Green marketing is:

“The application of marketing concept and tools to facilitate exchanges that satisfy organisational and individual goals in such a way that they preserve, protect and conserve the physical environment” (Lozada & Mintu-Wimsatt, 1997)

In other words the marketing must have a genuine link between what is being marketed and the lowered impact on the environment.

Martin et al. (2011) suggest that the use of ethical marketing tools can have a positive impact on the organisation goals; changing the organisation to becoming more ethical. More enduring changes in the organisation will occur if the organisational orientation: “the set of operating beliefs and norms” of the management philosophy, and the organisational culture: “the shared patterns

of values and beliefs that set the norms of behaviour” (Miles & Munilla, 1997, p. 25), move towards a more ethical approach to business.

One way that organisations can market their green credentials is the use of ecolabelling, which Schianetz, et al. (2007, p. 374) define as “a voluntary, multi-criteria based, third party programme that ... [indicates] overall environmental preferability of a product based on life cycle considerations.” The key for recognition and to create a sense of consumer trust is the use of third party labelling, as self-regulation and labelling is less trusted (Ibanez & Grolleau, 2007). The reason for this is that the third party ecolabels can be verified against a specific and valid standard (Case, 2009). If the business opts to use their own ecolabels the consumer may not be able to verify the product is environmentally friendly by the taste, smell or appearance of the product (Van Amstel, Dressen & Glasbergen, 2008).

The biggest risk for an organisation using environmental sustainability as a marketing tool to create competitive advantage is the risk of the marketing being perceived as an “ethical façade” (Martin et al., 2011). Stakeholder perception of the marketing of the business must match, in some way, the environmental credentials of the organisation.

The reason for the exploration around sustainability for business is to identify the existing literature in this area. This research aims to investigate not just the development, planning and goal setting elements of strategic management, but more importantly the implementation and embeddedness of organisational level environmental sustainability strategies. To do this effectively requires an understanding of environmental sustainability in a business context, before investigating the fundamentals of organisational strategy.

## **Strategic Management**

Goll and Rasheed (2005) describe business strategy as the process where the CEO chooses the goals, domains, technologies and structures of an organisation. Liedtka (2008, p. 241) suggest that managers must use “self aspiration [to] focus organisation activities on a new future... [to] provide a sense of discovery, direction and destiny” for the organisation.

For a number of years, and for many managers, this has been the predominant thinking behind strategy, where the CEO is the architect of the strategy (Goll & Rasheed, 2005; Mintzberg, 1990). Mintzberg (1990) challenges this traditional CEO as architect view, as this has the potential to create business strategies that are inflexible and static, suggesting this is because one person cannot have all the relevant information for strategy, planning and decision-making, and even if they do it can be clouded by bias.

Mintzberg, in 1994, stated that the most successful strategies are visions not plans. Balmer, Powell and Greyser (2011) agree that strategy should be an organisation wide philosophy rather than just a management function. This is further expanded by Martin et al. (2011, p. 576) who suggest that it is about an organisation’s identity which they define as “all that is central, distinctive, and enduring about a firm, conveyed through mission, vision, actions and association of the firm’s values and goals” and that this identity both shapes and drives the organisational goals and strategies.

Strategic vision must be a holistic approach and is best described by Morden (1997, p. 668) as an, “imagined or perceived pattern of communal possibilities to which others can be drawn.” It has the ability to tap into the emotions and energy of the organisation’s members as it embraces core organisational values (Nutt & Backoff, 1997). The key to a successful strategic vision is that it has a clear and compelling imagery; it may even be communicated and expressed in a way that resembles a slogan (Nutt & Backoff, 1997).

In this research the use of 100% Pure as part of the marketing brand could be considered a strategic vision. In the simplicity of the 100% Pure identifies an association with clean and green, the imagery is entirely (100%) recognisable as being from New Zealand, as well as an indication that tourism organisations should be giving 100% effort, 100% of the time. Tourism related businesses, including central and local government organisations, should use this vision to their advantage when developing strategy communications to managers and employees.

Business strategy in itself can be an emergent and dynamic process, which is on a continuum from deliberate to unintentional (Liedtka, 2008), often bounded with a formalised edge (Mintzberg, 1994). Pugh and Bourgois (2011, p. 172) state that “strategy is not something we have, it is something we do and have to keep doing in order to support and grow a business or an organisation.” Schainetz and Kavanagh (2008, p. 601) suggest that strategy should be thought of as being like a system that needs to continually adapt and change due to: “uncertainty, non-linear activity and unpredictable changes”.

Strategy aims to give an organisation a focus and direction. The biggest risk for a business is described as strategic drift defined by Dwyer, Edwards, Mistilis, Roman and Scott (2009) as a gradual movement away from addressing the forces in the external environment. This links Kraus and Kauranen (2009) concept that the strategic management from the 1960s focused on the linking the internal business environment to the external environment.

The external macro level business environment could be explored on an industry level by Porter’s Five Forces model (Porter, 1979). Porter revisited this model in 2008, cautioning that, “it is especially important to avoid the common pitfall of mistaking certain visible attributes of an industry for its underlying structure” (Porter, 2008, p. 86). Another common macro level management tool is PEST analysis (Dwyer et al., 2009). Dwyer et al. (2009) suggests for better strategy the traditional PEST analysis needs the addition of

environmental and demographic factors: the natural and climate attractiveness and viability of an area, as well as population structure of an area.

The resource-based view (RBV) created by Barney in 1991 focuses attention to inside the organisation (Barney et al., 2011), identifying the strengths and weaknesses of the organisation as a source of competitive advantage (Barney, 1991). In the RBV the resource could be considered a source of competitive advantage if it has the four attributes of: valuable, rare, inimitable and non-substitutable (Barney, 1991). In this view resources are considered in the broader sense to include human resources. The authors state, organisational culture, managerial strategy and knowledge can contribute to sustained competitive advantage (Barney et al., 2011).

Marketing strategy is a part of the overall strategy of the business, and is the public face of the organisation. Sheth and Parvatiyar (1997) list the “4 R’s” of corporate marketing as: redirection of consumer needs, reconsumption, reorienting of marketing and reorganisation, with the focus on manipulating the consumer favourably for the organisation.

Day and Arnold (1998) suggest that to enhance the bottom line a business must improve its product differentiation, reputation and build trust. This is commonly done as part of the marketing strategy of a business. Maio (2003, p. 235-236) suggest that a business should use a “highly integrated marketing communications and public affairs program [to present] a consistent image of good citizenship.” This can be done using the right documents: environmental reports, mission statements; and belonging to the right clubs (Maio, 2003). The risk is this may in itself create an ethical façade, as was the case for ENRON, which appeared, in marketing materials, to be an ethical and environmentally conscientious business (Maio, 2003).

Advertising, as a part of the marketing mix, can be used as a tool to: create meaning, shape culture, create a sense of identity and augment behaviour (Aitken et al., 2011). The authors suggest a number of ways this can be done,

including: persuasion to construct new needs or to create justifications for new needs, using visual rhetoric for effective persuasion, create a consensual regime of truth and morality, highlight symbolic and social capital (Aitken et al., 2011). Advertising can also create a sense of trust, ethics, efficiency, openness, authenticity and sincerity about an organisation or brand (Aitken et al., 2011).

The emergence of the strategic importance of a brand is highlighted by Morgan and Prichard (1998), with examples including Nike and McDonalds. Morgan and Prichard (1998, p. 216) conclude that a brand:

“Represents a unique combination of product characteristics and added values, both functionally and non-functionally, which have taken on relevant meaning, inextricably linked to the brand, awareness of which might be conscious or intuitive.”

This concept of brand was further explored by Maio (2003, p. 246), with the author stating: “in today’s highly relationship-driven world, branding is a dynamic, vital, living entity, fed by the interaction among its myriad of stakeholders.” It is further suggested that stakeholder engagement is a “way to tap into a greater pool of creativity in developing solutions for brands, brand positioning, etc.” (Maio, 2003, p. 242) Prasad and Elmes (2005) suggest that greater collaboration includes the use of stakeholder theory to work within a system that involve the visions, goals and strategies of existing stakeholders. It should be noted that Prasad and Elmes (2005) advocate for not treating all stakeholders as equal partners in this respect.

Using marketing strategy, and in particular advertising, to manipulate the perception of an organisation can have negative consequences. Balmer et al. (2011) state that stakeholders can become guarded or even sceptical of marketing material leading to accusations of Greenwash, hollow core values or even Orwellian spin, otherwise called double-speak. Balmer et al. (2011) defines ethical corporate branding and/or positioning as being: credible, durable, meaningful, responsible, as well as being profitable. Maio (2003) has

8 guidelines of ethically branding for high performance, and explains each one in detail.

Whether it is marketing strategy or organisational strategy there are many things to consider when ensuring that the strategy is successful. Strategy is important as:

“Strategy requires us to look at both current and future states and then use the tools at our disposal in order to bridge the gap between the two and make our organisation competitive in the future world.” (Pugh & Bourgios, 2011, p. 174)

Pugh and Bourgios (2011) state that strategy comes from a variety of sources and each source has a particular view of the company, the strategy and stakeholders: from the front line staff comes action oriented strategy as they are the ones who interact with customers, managers have a more analytical and broader view of issues, plus strategic intuition: strategy that feels right.

“Successful strategy is a living and dynamic process” (Zagotta & Robinson, 2002, p. 34). Business environments have become more dynamic in recent times and there must be recognition that “executing strategy is just as important, if not more important, than formulating strategy” (Higgins, 2005, p. 13). Zagotta and Robinson (2002, p. 30) add that “it doesn’t matter how good the plan is if you can’t make it happen.”

Kashmanian, Wells & Keenan, (2011) suggest that a strategy, plan or goal must have some way of measuring its success, or failure, against established standards. However, Pugh and Bourgios (2011) warn against focusing on a single aspect of strategy at the cost of the overall picture.

One of the key areas highlighted by Kashmanian et al. (2011) is that management and leadership is key in setting the organisational strategy to determine what is important and who is the key person or group that should be responsible for any policy or actions. Kashmanian et al. (2011) also strongly suggest that management needs to enhance awareness of issues and engage

employees through training and information sharing to ensure that strategic goals are understood and implemented effectively.

The issue for top-down strategy is the limitation on creating changes due to a lack of understanding of the issues and the solutions, a lack of buy-in from the employees, or that the organisation becomes leader dependent (Kezar, 2012). Liedtka (2008) suggests that this could be due to a number of reasons including: organisation goals are not seen as relevant or meaningful to employees, there is a feeling of a lack of involvement from employees, or the strategy is ignored or only given lip-service.

Schainetz and Kavanagh (2008) cautions that another issue created by top-down management is the strategy may not include all the diverse perspectives of stakeholders. Pugh and Bourgois (2011, p. 176) suggest to enhanced strategy formation and implementation the management should act as a “strategic mediator, picking from among strategic options presented to him (sic) and meeting out resources accordingly.”

The bottom-up or grassroots method of forming strategy can offer more solutions and ideas for issues and organisational direction. It also creates “greater buy-in, increased expertise, energy and enthusiasm” (Kezar, 2012, p. 726). One way that grassroots strategy can be achieved is based on the idea behind the tempered radical: a person who works within a system, but acting outside of the established authority structures, using moderate incremental actions to challenge the status quo, forcing change from the bottom up (Meyerson, 2004).

Bottom-up strategy is not without its critiques. Schainetz and Kavanagh (2008) suggest that this is good for creating localised goals, but because it does not view the bigger picture it may miss important aspects, particularly environmental sustainability. Kezar (2012) identifies that failure of grassroots may be due to either lack of support or resources from the organisation, suggesting a distributed or shared leadership may alleviate issues of the traditional top-down or bottom-up approaches.

Negotiation is the key element for successful strategy implementation that is identified by Kezar (2012), this includes how the communications are transmitted and translated, how research and other data is collected and presented, to ensure a common understanding of the terminologies and philosophies used. Zagotta and Robinson (2002) suggests the organisation have an open strategy that is accessible and understood from the CEO down to the employees, adding, “failure to communicate strategy widely and effectively can create the kind of suspicion that undermines team effort and guarantees failure of the strategy itself” (Zagotta & Robinson, 2002, p. 34).

Zagotta and Robinson (2002) suggest four keys to ensuring successful strategy:

1. Quantify the vision
2. Communicate strategy through Mantra
3. Plan results, not activities
4. Plan what you are not going to do

It is important to understand that any changes within an organisation will take time and that communication is key to the success or failure of a strategy (Kezar, 2012). The use of a shared leadership and vision creates a convergence: a “deeper understanding and more transformational change” (Kezar, 2012, p. 727). The key is to ensure that the communication channels are open and accessible, with clear and consistent messages.

Soteriou and Coccossis (2010) conclude that strategic planning is not always done in an exhaustive manner; often it has a focus on budget preparation, vision and goals. The academic literature in the area of strategy has a tendency to focus on strategy formation, top-down or bottom-up approaches, and elements of successful strategies in terms of development and communication. There is a lack of academic research that explore the implementation and embedding of strategy, in particular environmental sustainability strategies. Part of the aims of this research is to investigate this gap in the literature.

## **Sustainability and Business Strategy**

So far in this literature review the issues of sustainability has been explored as a separate concept, and with a link of how sustainability is relevant for business. This section integrates sustainability with the business strategy, focusing more on the creation and development of sustainability strategies, and to comment on potential issues related to the implementation of these strategies.

Fennell and Butler (2003) suggest that the success or failure of a business is no longer purely economic longevity; it must also include harmony and environmental sustainability. This echoes Lozada and Mintu-Wimsatt (1997, p. 192) who stated “businesses need to conscientiously include environmental management in their list of top strategic priorities.” The question is how do businesses include environmental sustainability in the overall organisational strategy?

Most organisations will define sustainability as either the Brundtland report definition: addressing the needs of now without compromising the needs of the future, or the three-legged stool: economic, environmental and social impacts of the organisation (Kashmanian et al., 2011). Roberts and Tribe (2008, p. 584) define environmental sustainability as the:

“Activities of business that lend themselves to conservation and preservation of the natural and built environment in a way that its health and integrity is maintained for the future well being of the destination.”

Regardless of the way an organisation defines sustainability it must be committed to conservation (Crossman, 2011), and be willing to support environmental concerns in the every day behaviour (Vellecco & Mancino, 2010). The organisation must not just be focused on controlling their impacts on the environment, but also be actively investing in environmental protection and the reinstatement of degraded environments (Mihalic, 2000), and in doing so exceed the expected norms, standards and regulations by clarifying the

ethical practices and strategies at all levels within an organisation. (Martin et al., 2011)

One way a business can address issues is to create an ethical corporate philosophy. Balmer et al. (2011, p. 8) define this as creating the “values, behaviours and actions in an organisation which seek to foster bilateral and mutually beneficial exchange relationships with consumers and stakeholders.” In their research they questioned the authenticity of this organisational philosophy in the wake of the BP Deepwater Horizon catastrophe in 2010 (Balmer et al., 2011).

The trend is for business to view environmental sustainability as a driver of innovation, a way to create competitive advantage, or to generate bottom-line results (Kashmanian et al., 2011). In their viewpoint, Prasad and Elmes (2005) suggest that workable solutions may be found using a pragmatic approach within existing systems, rather than radical changes from the outside. Schianetz and Kavanagh (2008) agree adding that a focus on sustainability stimulates the learning process and is itself an agent of change. Vellecco and Mancino (2010) caution that the adoption of such environmental sustainability practices is largely dependent on the personal conviction of the management. Crossman (2011, p. 561) takes this idea further stating that strong,

“Environmental leaders are able to perform what might be described as transformational behaviours, including the ability to inspire others with a vision and a mission in persuasive and confident ways.”

Bramwell (2005) indicates that what ever the organisation chooses to do they should begin with short-term targets that can be raised over time; starting off simple, leaving complex actions and change until a later date. Kashmanian et al. (2011) agree, stating that key elements are a series of paths with many milestones, with the final step to establish a publically available policy advertising the: what, why, when and how, of the sustainable policy to the wider community (Kashmanian et al., 2011).

In any case the organisation needs to identify and respond to emerging sustainability challenges, staying dynamic and informed, as well as planning for the long-term with no end point and lofty goals, for example the concept of zero waste (Kashmanian et al, 2011).

The way to publicise the environmental sustainability strategy of an organisation is through the use of specific marketing strategies. Lozada & Mintu-Wimsatt (1997, p. 182) define green marketing as:

“The application of marketing tools to facilitate exchanges that satisfy organizational and individual goals in such a way that the preservation, protection and conservation of the physical environment is up upheld.”

They also define social marketing as:

“The application of marketing concepts and techniques to the marketing of various socially beneficial ideas and causes instead of products and services in the commercial sense.” (Lozada & Mintu-Wimsatt, 1997, p. 191)

Lozada & Mintu-Wimsatt (1997) identified conservation and the protection of the environment as being part of both environment and social marketing.

Soteriou and Coccossis (2010) rated the integration of environmental sustainability into business strategy as being average in the businesses they researched. McCool et al. (2001, p. 128) suggested that this lack of integration could be due to “the concept of sustainability is so vague that it may not translate well into specific policies, actions or indicators.” Dodds et al. (2010) agree with McCool et al., adding that there are different levels of awareness of sustainability issues, as well as different levels of willingness to accept responsibility for the actions of an organisation.

Collins et al. (2007, p. 729) view the issue from another angle, stating “sustainability goals will not be successful unless business, with its resources and global impact, is actively engaged.” They put the emphasis on businesses being the leaders for championing the environmental sustainability cause.

Few organisations have earmarked investment funds for environmental quality; instead they tend to focus on the cost-saving devices (Vellecco & Mancino, 2010). Apaiwongse (1997) suggests that management will adopt a policy or practice when the green benefits are greater than the conventional benefits.

Kashmanian et al. (2011) identify that many businesses have traditionally considered environmental sustainability from the view that energy efficiency and waste reduction are a way to either save money or build their reputation. Sheth and Parvatiyar (1997) suggest an organisation should consider the lofty goals of zero waste and/or zero pollution. Crossman (2011) update these vague concepts by suggesting that an organisation should include activities such as: donations to education and awareness of issues, supporting local ecological programs, leading environmental clean-up programs, encouraging employee volunteerism, and working with local and national governments to develop public environmental policy. This shows a change from internal focus to becoming more corporate citizens, interacting with a wider group of stakeholders.

Another area in environmental sustainability that needs consideration by organisations is the issue of sustainable development. Day and Arnold (1998) suggest three actions for sustainable development: replacing material with information, getting revenue from nature and connecting with communities. Vellecco and Mancino (2010, p. 2203) define this as requiring policy that is:

“Designed and implements in a mutually reinforcing way for the protection of the natural environment, promotion of a viable and dynamic economy, the defences of social equity and the historical, cultural roots and traditions.”

This definition of sustainable development focuses not only on environmental suitability, it also acknowledges the importance of economic and social sustainability. Byrch, Kearins, Milne and Morgan (2002, p. 29) state, “Sustainable development can be represented as a statement of values or moral principles, portrayed as a vision of the future.” The values are therefore

identified and can be referred to during strategy formation and implementation. It is also noted by these authors, in a later article, that, “New Zealand business has given considerable attention to sustainable development, as has government at both central and local levels” (Byrch, Kearins, Milne and Morgan, 2009, p. 1).

Whilst there are advantages to using a top-down approach to strategy, the bottom-up approach has advantage of using information and ideas from employees within an organisation. Often front-line staff members are able to identify practical benefits, shifting the focus away from regulatory conformance (Timur & Getz, 2009). The issue is that the management must co-ordinate and link the sustainability objectives identified by employees to make a cohesive strategy, what Timur and Getz (2009) call a collaborative approach.

Crossman (2011, p. 559) suggests a type of stewardship approach to sustainability strategy that,

“Supports a positive cycle of long-run intergenerational reciprocity whereby behaviour and attitudes demonstrate concern for the welfare of any stakeholders and the wider community”

Involving customer ideas in to the sustainability strategy has a sense of logic, but it is important to acknowledge, “environmentally concerned consumers are not homogenous” (Pickett, Kangun & Grove, 1997, p. 98). An example of this lack of homogeneity is “for some energy conservation may be more important than dealing with solid waste; for others the reverse may be true” (Pickett et al., 1997, p. 97). The organisation must be able to “respond sensitively and empathetically to sometimes emotionally charged perspectives of diverse stakeholders’ (Crossman, 2011, p. 555).

Even if the concepts of environmental sustainability strategy are acceptable to a business, barriers may still exist that prevent implementation or reduce the effectiveness of policy and practices. These barriers may come from the organisation, management, employees and even customers and other stakeholders.

Schianetz et al. (2007) researched the different tools used to measure environmental sustainability and concluded that there are two major families of assessment tools: tools that evaluate mainly global and regional impacts and tools that concentrate on localised and site-specific impacts. Global and regional impacts included: green house effect, acidification, ozone depletion, human toxicity and generation of photo-oxidants (Schianetz et al., 2007, p. 382)

The use of triple bottom line reporting (TBL) has become a way that an organisation publically reports their economic profits, as well as their environmental and social impacts. Timur and Getz (2009) found that the TBL is often poorly applied; stating that the environmental dimension is often neglected. Collins, Dickie and Weber (2009) agree with this, stating that businesses often focus more on the financial elements of the TBL report.

One possible reason suggested by Collins et al. (2009, p. 52) is that businesses “often undertake a number of TBL activities, without overly identifying these actions as sustainable practices.” This could also be due to a lack of understanding of exactly what constitutes sustainable policies and practices.

Day and Arnold (1998) suggest that the size of an organisation may act as a barrier to sustainable strategy, as a small-scale business often lacks the management resources or ability to develop or use new technologies. This is agreed to by Collins et al. (2007) with addition that SMEs often have a perception that they have little impact or influence over the environment, lack expertise and understanding of strategy to alleviate environmental issues, or are unwilling to allow for the extra costs including management time. One key issues is that sustainability may “not [be] seen as important to the organisation” (Collins et al., 2007, p. 736).

Liedtka (2008) suggested that ‘fake it until you make it’ is a commonly held maxim of management. The issue is that a business and management using

surface acting can produce emotional dissonance and alienation (Liedtka, 2008). To avoid this management must become role takers: accepting the responsibility and acting authentically, to “produces psychological well-being and satisfaction” for stakeholders (Liedtka, 2008, p. 240).

The creation of environmental sustainability strategies can enhance energy and resource efficiency, reduce costs, increase profits and become a source of competitive advantage for a business. But these strategies are only effective if they are clearly communicated and understood by all members within an organisation. These strategies require continual reviews to ensure correct implementation and to identify any new trends or areas that would benefit from improvement.

This research focuses on the tourism industry, a loose collection of mostly service based SMEs, that have the opportunity to translate the marketing strategies utilising the natural environment and culture into sustainability strategies. The translation and implementation of these strategies must be in a way that is considered authentic. This forms the basis for the research question and investigation.

## **Sustainability and the Tourism Industry**

The idea of eco-tourism began in the “1970s wildlife reserves in Kenya,” including: eco, green and responsible tourism (Insch, 2011, p. 282). Kasim (2006) notes that there was a growth of alternative tourism in the 1980s, but this tended to be niche, with “elitists overtones” (Kasim, 2006, p. 11). There was limited change to more traditional mass-market tourism, as it was believed that the eco-tourists did enough to mitigate any impacts, particularly environmental damage (Kasim, 2006). McCool et al. (2001) describes the development of sustainable tourism in the 1990s as a paradigm shift in the tourism industry, for both economic and social development.

More recently, Bramwell (2005, p. 408-409) stated,

“Tourism can contribute to sustainable development when it operates within natural capacities for regeneration and future productivity of natural resources; recognises the contribution that people and communities, customs and lifestyles, make to the tourism experience; accept that these people must have an equitable share in the economic benefits of tourism; and is guided by the wishes of local people and communities in host areas.”

This is supported with,

“Tourism can help to promote and support conservation, regeneration and economic development as well as enhance the quality of life of visitors and host communities.” (Connell et al., 2009, p. 868)

As suggested by the two quotes above, the tourism industry can offer more than just an income for an area; it can also improve the physical and social environments. There has been increased interest and awareness of the impacts of tourism on the natural and social environments. It is noted by Insch (2011) that in the past 20 years the academic study of eco-tourism has grown.

The tourism industry is not a cohesive industry, Bramwell (2011) describes it as a fragmented group: a mix of private commercial businesses, government organisations and departments, NGO's, community and media. Bramwell (2011, p. 406) included government in recognition that the “free market will not create tourism activities that promote sustainable development and that some government intervention is necessary.” Kasim's (2006) description of this fragmented industry includes transportation, accommodation, entertainment, as well as the natural environment.

Increasingly tourists are looking for destinations and tourism products that offer: “escapism, culture and discovery” (Yeoman et al., 2005, p. 135).

Vellecco and Mancino (2010, p. 2201) state “environmental practices should be higher at destinations where the natural resources (sea, coast, landscape)

play a central role as the main tourist attraction.” This creates a number of issues for the tourism industry.

Roberts and Tribe (2008) in their conclusion that studies of SME’s often focused on the attitudes and interpretations of sustainability, and not an exploration of the application of environmentally sustainable principals in these SME’s. Their reasoning is there is an assumption that, “being small and locally owned, SMEs’ automatically contribute to sustainable tourism development” (Roberts & Tribe, 2008, p. 575).

The issue raised by McCool et al. (2001) is the growth of the tourism industry as an economic development tool. They challenge the assumption that the tourism industry has a benign impact on the environment, indicating that there is an increase in critical reviews of the industry and its environmental and social impact. The critical reviews also result from, in some cases, a lack of national environmental standards, as well as a wide and inconsistent interpretation or implementation of the standards that exist (Brown & Stone, 2007). Roberts and Tribe (2008) agree, adding that many tourism environmental sustainability indicators are at the macro level of the destination or community, and not enough is considered at an organisational level.

Even if there is a movement away from what Dwyer et al. (2009) call the ‘cowboy’ short-term focus to a ‘spaceship’ long-term sustainable future, there are still barriers to environmental sustainability that Timur and Getz’s (2009, p. 230) list including: the complexity and diversity of the industry, the number of government agencies involved, the various and conflicting interests of stakeholders, a lack of co-ordination, a lack of government support, and a lack of awareness.

As indicated earlier, there are a number of ways to define sustainability, so it is not surprising that term sustainable tourism is similarly problematic.

The following table (Table 2) gives a list of the differing definitions of sustainable tourism from a variety of sources. Included in this list is eco-

tourism, whilst it is a subset of sustainable tourism, Bell (2008) suggests that it is a term often used interchangeably with sustainable tourism.

“Sustainable tourism requires a collective and conscious effort of all tourism businesses, government policymakers and planners, as well as key stakeholders, to prioritize environmental and social issues.” (Kasim, 2006, p. 2)

Earlier in this literature review, there was a similar definition table (Table 1, p. 17) for sustainability as a general concept. In terms of defining sustainable tourism there needs to be not just a focus on resources, futurity, and the economic, ecological and social aspects. However, in defining sustainable tourism there is also a recognition of the importance of preserving and enriching the local, indigenous cultures and the natural physical environment. This is particularly relevant where these elements form the basis of any marketing and branding activities.

The first hypothesis proposed by Mihalic (2000, p. 68) is that “destination attractiveness and competitiveness can be increased by proper management of environmental quality of the destination. Both of these quotes signal the importance of management strategies to sustainability for the tourism industry.

Mihalic (2000, p. 70) states: “sustainability in tourism has been oversimplified and moulded to fit widely differing approaches to environmental management.” Soteriou and Coccossis (2010, p. 198) agree with Mihalic adding:

“Furthermore, the tools most frequently used in tourism planning proved to be traditional strategic instruments such as cost-benefit analysis and feasibility studies. Useful sustainability tools such as carrying capacity studies, forecasting and trend analysis, impact assessment studies, and sustainability indicators seem to be used by about half of the countries participating in the research.”

### *Definitions of Sustainable Tourism and Related Terms*

<b>Term Used</b>	<b>Definition</b>	<b>Reference</b>
Sustainable Tourism	Sustainable types of tourism must be those that are compatible with indigenous (host) uses and cultures, sensitive to the capabilities of the resource base, and economically viable.	Fennell & Butler, 2003, p. 198
Sustainable Tourism	A balance between commercial and environmental (and social) interests in tourism.	Kasim, 2006, p. 7
Sustainable Tourism	Economic, ecological, and social and cultural sustainability <ul style="list-style-type: none"> <li>• Economic Sustainability: economically efficient and resource managed in a way that they can support future generations</li> <li>• Ecologically Sustainable: ensuring development is compatible with the maintenance of essential ecological processes, biological diversity and biological resources.</li> <li>• Social and Cultural Sustainability: development increases people's control over their lives, and is compatible with the culture and values of people affected by it, and maintains and strengthens community identity</li> </ul>	Timur & Getz, 2009, p. 221
Sustainable Tourism	Sustainable tourism: <ul style="list-style-type: none"> <li>• Resource: environment, but also: economic, cultural and social resources</li> <li>• Futurity: resources, opportunities and choices [are] at least as good as those inherited by the current generation</li> <li>• Equity</li> </ul>	Bramwell, 2005, p. 407
Eco-Tourism	A form of tourism that brings economic benefits and financial and local support from conservation.	Mihalic, 2000, p. 70
Eco-Tourism	Purposeful travel to natural areas to understand the cultural and natural history of the environment, taking care not to alter the integrity of the ecosystem, while producing economic opportunities that make conservation of the natural resources beneficial to the local people.	Bell, 2008, p. 347
Eco-Tourism	AKA: sustainable tourism, green tourism, nature tourism and responsible tourism	Bell, 2008, p. 346
Eco-Tourism	Offer and/or promote 'green' alternatives to environmentally concerned tourists: build environmental awareness.	Schianetz, Kavanagh & Lockington, 2007, p. 374
Tourism Carrying Capacity	Prevention of major damage caused by overpopulation.	Schianetz, Kavanagh & Lockington, 2007, p. 374
Environmental Loads of Tourism	Water consumption, waste management, pollution varies: weekend, seasonally, weather, number of tourists.	Schianetz, Kavanagh & Lockington, 2007, p. 374
Negative Tourism Impacts	Habitat loss, land erosion, water and energy supply, solid waste, pollution of water bodies, air pollution, alteration of natural environment.	Kasim, 2006, p. 4

Table 2: Definitions of Sustainable Tourism and Related Terms

Soteriou and Coccossis (2010) conducted a study into the role that National Tourism Organisations (NTOs) take in operationalising sustainable tourism. They concluded that strategic planning was not undertaken in a comprehensive, exhaustive manner in NTOs, and that many NTOs had an emphasis on budget preparation, vision and goal setting. The authors rated the integration of sustainability into the strategic planning process as average (Soteriou and Coccossis, 2010). This links directly with the aims of this research: to investigate sustainability strategy with particular reference to authentic implementation.

One criticism by Kasim (2006) was that many studies focused on hotels, their: energy usage, water consumption, waste management, air pollution, purchasing and procurement, as well as their impact on local communities. The reason why hotels were the main focus seems to be due to the comparability of the businesses, coupled with this being a service industry segment: the tourists did not take anything away with them.

Schianetz et al. (2007) state, "even if all the hotels in an area chose to consider water reduction tools, this does not mean that the waste management at the destination is sustainable." They suggest that the whole community, including local government, also have to act sustainable and that there should be use of suitable assessment tools that take a "whole systems approach" (Schianetz et al., 2007, p. 372).

The tourists need to be considered as part of the sustainability mix. Tourists are considered stakeholders, but Dodds et al. (2010) indicted that even then tourists are not a homogenous group with identical motivation for visiting an area, or even identical perceptions of sustainable issues. They found that tourists are often more concerned with having clean beaches, reduced garbage, and reduced construction so they can have a relaxing holiday (Dodds et al., 2010). This is agreement with Mihalic (2000, p. 67) who state that there are "a growing segment of visitors ... are willing to pay a premium for attractive, clean and pollution free environments."

One suggestion by Vellecco and Mancino (2010) is that the change in recent times is more about a focus on information and education, that tourists should be given a list of 'dos' and 'don'ts' as a way to reduce the tourist's impact at a destination.

One issue raised by Kasim (2006) is that eco-tourists still tend to fly to destinations. It is therefore difficult to "offset if 90% of environmental costs of costs (CO<sub>2</sub> and pollution) occur in the transportation to-from the destination" (Kasim, 2006, p. 2).

Bramwell (2011, p. 409) states, "Community participation is generally seen as necessary for sustainable tourism planning." Moscardo (2008) raises the issue that tourism development traditionally concentrates on the resources, skills and infrastructure of a community, commonly with a view that tourism is a resource for the community. There is a suggestion that the focus is more about what can tourism offer the community, not what the resources within the community can be used for tourism (Moscardo, 2008).

It is also suggested by Bramwell (2011) that there is a belief that only the government, including local government, has the resources and knowledge to co-ordinate sustainable tourism developments; through incentives, regulations and direct government intervention. Bramwell (2011) also raises the issue that many government policies are within different government departments or area, including the local/regional councils, with policy domains affecting sustainability in tourism including: planning, transport, climate change, employment and regional development.

Connell et al. (2009), cite the New Zealand's government's alteration to the Resources Management Act (RMA) to include a national tourism strategy with reference to sustainability:

“Emphasising the sustainable development concept and the desirability of integrating environmental, economic, social and cultural considerations in the long-term management of tourism resources.” (Connell et al., 2009. P. 868)

However, they suggest that governments often produce rhetoric without actually altering policy (Connell et al., 2009).

The tourism industry often relies on the natural environment: national parks, forests, wilderness, wild and scenic rivers (McCool et al., 2001), and sun, sand and beaches (Dodds et al., 2010). “New Zealand competes with about 90 other destinations, for just 30% of the global tourist markets” (Bell, 2008, p. 346). The challenge is to create a point of different from other tourism destinations.

The most important factors for tourists, found by Dodds et al. (2010, p. 231) included: aesthetics, cleanliness of beaches, protection of the marine environment and value for money; evidence of environmental practices ranked tenth on their list. The methodology and research of tourists may create bias, as indicated by Font (1997), many researchers use structured methodologies with likert scales and semantic differences for the content of images about a destination; for example examining beaches using: price, weather, amenities, quality of service as the parameters.

Whilst Dwyer et al. (2009, p. 70) stated, “Tourism businesses have a vested interest in protecting the natural, social and cultural environment that draws the tourists” they cautioned that many tourism businesses do not have long term vision to adopt an appropriate management strategy to protect these environments.

There exists a gap between the tourist’s environmental awareness and their corresponding actions, according to Mihalic (2000), and that there are too many ‘eco’ variations, which can confuse potential travellers, reducing the marketing value of this niche. Morgan et al. (2003) counter this, stating that for

many tourists the trips are a way to communicate their personal identity to their peers and others.

The fact that businesses, the local communities, as well as the tourism industry, lack a cohesive definition of sustainability can also be the cause of tourist confusion (McCool, Moisey & Nickerson, 2001), the environmental management of a destination must be communicated effectively to potential tourists to reduce this confusion (Mihalic, 2000).

Morgan et al. (2003, p. 286) state that a “promotion of values [can] incite beliefs, evoke emotions and prompt behaviour” of tourists. Brown and Stone (2007) agree, suggesting that a destination goes beyond ‘clean and green’, identifying a destinations attributes: absence of heavy industry, low population density, isolation; as more than just a marketing opportunity, but rather a lifestyle quality.

“Destinations cannot separate tourism and country, or place and product” (Yeoman et al., 2005, p. 135). As such the marketer of a destination must recognise their role as a steward of an area rather than a consumer of resources, and that the marketer has little or no control over the tourists perceived experiences (Insch, 2011). This is agreed to by Bramwell (2011, p. 461) adding: “destinations that are wanting to promote sustainable tourism are more likely to be successful when there is effective governance.”

A way to have a differentiated tourism product is to create a destination brand. This brand is created using the images and values of a region or country, as well as the culture and environment (Yeoman et al. 2005), which identifies the “country as a corporate brand not a product brand” (Morgan et al., 2003, P. 287). The key to a good brand, according to Beckon (2005), is recognition of the destination.

New Zealand heavily relies on the natural and physical environment for creating the New Zealand tourism brand; in particular the ‘clean and green’ imagery (Connell et al., 2009). New Zealand’s identity is, according to Frame

and Newton (2007, p. 575), “bound up with ideas about pristine natural landscaped.”

Insch (2011) questions whether a green destination brand will encourage or erode environmental, economic or social capital, of an area. Questioning, in particular, whether it is possible to use a green brand for an area, even if it lacks any eco-tourism ventures or activities (Insch, 2011). This issue is further highlighted by Schianetz and Kavanagh (2008, p. 604) stating that: “without measure and indicators for tourism development the use of the term ‘sustainable’ is meaningless and becomes hyperbole and advertising jargon.”

Bell (2008), in their study of branding for backpackers, concluded that the use of eco-friendly images in advertising was to attract tourists, however this was not necessarily a reflection of any sustainability policies or practices at the hostels, rather they often reflected the ‘clean and green’ image of New Zealand or natural attractions in close proximity to the hostels. Vellecco and Mancino (2010, p. 2202) link the credibility of any sustainability promotion to the ‘environmental awareness of the hosting community.’”

Pan, Tsai and Lee (2011, p. 597) state that a destination image must be a holistic expression of thoughts that an individual has about a specific place.” In other words it is not what the tourists knows about a destination, but more about what they feel (Font, 1997). The visitors must experience the brand as authentic and unique to that destination (Morgan et al., 2003).

### **100% Pure Campaign**

This section of the literature review outlines the development of the 100% Pure New Zealand campaign and its connection to New Zealand. The 100% Pure New Zealand brand and marketing campaign form a relevant context in which to investigate the concepts of authentic sustainability strategy.

The 100% Pure campaign was developed to differentiate New Zealand tourism products, from other similar tourist destination, and could easily be developed into a strategic vision to anchor organisational sustainability strategies.

However, in order for this form of differentiation to be successful there needs to be commitment and an active involvement by business and employees to become authentic participants, who understand this context and deliver on implementing authentic strategies (Cox & Mowatt, 2012; Mowatt, 2004).

New Zealand is characterised, according to Frame and Newton (2007, p. 573-574), as having a small population, with population density of 15 persons/km<sup>2</sup>, major exports of agriculture (20% of GDP) and tourism (9% of GDP), with the highest rate of renewable energy supply in the OCED: mostly hydro and geothermal. It is this reliance on agriculture and tourism that lead to the branding of New Zealand as “clean and green” (Collins et al., 2009, p. 48).

“New Zealand is relatively unspoilt, when contrasted with older and more heavily developed western countries” (Brown & Stone, 2007, p. 717). Brown and Stone (2007) also suggest that because of the low population density, environmental damage may be less obvious than for countries with higher population densities.

In New Zealand “98% of businesses are SMEs”(Collins et al., 2007, p. 729). Collins et al (2007) also indicate that a SME in New Zealand is likely to have less than nine employees, which is less than the international standard for SMEs of having less than 250 employees.

The advantage of an SME is the ability to be innovative and flexible, however, SMEs tend to lack resources, expertise and capital (Collins et al., 2007). Collins et al. (2007) suggest creating networks to disseminate information as a way to mitigate constraints. Morgan and Pritchard (1998) take this further suggesting that SMEs pool their resources and create a consistent message, logo or brand. For tourism a destination brand can be used to differentiate a place, moving away from traditional marketing of endless blue skies, sandy beaches and relaxation (Morgan et al., 2002).

The natural environment in New Zealand is a major attraction (Insch, 2011). There is also recognition that New Zealand has diverse landscapes, people and cultures, which have become part of the tourism product (Morgan et al., 2002). Tourism icons, “landmarks that are instantly recognisable” (Beckon, 2005, p. 22) include: Milford Sound, the geothermal activity and Maori culture in Rotorua, glow-worm caves at Waitomo, and Mount Cook (Beckon, 2005, p. 21).

In the nineteenth century New Zealand was considered a scenic wonderland, the 1970s saw the rise of the ‘clean and green’ association, with the nuclear free stance in the mid 1980s, all having a positive impact on New Zealand’s image as a destination (Bell, 2008; Insch, 2011).

The Maori culture has been recognised as having a special spiritual connection with the land (Morgan et al., 2002). The concepts of environmental management and spiritual leadership embedded into the Maori heritage due to the relationship with a sense of place; the hills, lakes, mountains, rivers are all part of family, ancestry and history (Crossman, 2011).

The development of a global brand is “viewed as having more power, higher quality and a stronger image than a local brand” (Nijssen & Douglas, 2011, p. 114). The brand logo, and design must have a consistent and appropriate message and approach, using mood and emotion to attract potential tourists to an area, at the same time the brand must be unique and easily distinguishable (Morgan et al, 2002). Morgan et al. (2002) also state that the brand must create “innovative attention grabbing communications on a tight budget [to] maximise the media spend”; the aim is to out smart the competition, not to out spend them.

The challenge is to create a brand that captures “the diversity and complexity of a nation in a single positioning statement (Insch, 2011, p. 283). Morgan et al. (2003) conclude that this brand also needs to be done in a way to have a

long-term benefit that will last through political agendas, recognising that it may take a number of years to establish a recognisable brand.

Tourism New Zealand (TNZ), created from the former New Zealand Tourism Board, oversees the 26 regional tourism organisations (RTO) and district tourism organisations (DTO) (Morgan et al., 2003). TNZ began with a concept of New Zealand being the place of the New Pacific Freedom: “an adventurous land and adventurous new culture on the edge of the Pacific Ocean” (Morgan et al., 2003, p. 292). This aimed to capture the elements of landscape, people, culture and adventure.

In 1999 the 100% Pure New Zealand campaign was launched, described by Insch (2011, p. 286) as the “longest running campaign built on original values and images, but with less clutter.” Aitken et al. (2011, p. 8) take this further stating that the 100% Pure campaign:

“Positioned the country as a clean, green, and pure place, presenting images of pristine scenery, dramatic landscapes and sweeping vistas. ... [That it also] shifted from portraying people appreciating the landscape to emphasising people interacting with the landscape and enjoying being outdoors. ... 100% Pure, which is not only related to a 100% pure, clean and green environment, but 100% pure about who we are, and how we do things.”

What the 100% Pure New Zealand campaign did, according to Beckon (2005), was to move away from the traditional iconic locations and scenery, to show the tourists as active participants in the environment. The visual rhetoric of the 100% Pure campaign not only shows the outdoors as: natural, pristine, wild, open, fresh, but also how people’s actions in nature: fun, relaxation, contemplation, recreation and enjoyment; a culture and people intertwined and in harmony with nature, and a sense of unique ethnic heritage (Aitken et al., 2011).

The 100% Pure campaign “was named the 10<sup>th</sup> best brand in the world in the Anholt-GMI nations brand image index in 2005” (Insch, 2011, p. 287). Morgan

et al. (2002, p. 351) take this further stating, “what New Zealand affirms is the idea of the authentic experience.”

The use of the map of New Zealand as the diagonal line in the percentage sign (%) is designed to create an easily recognisable logo as part of the branding. At the launch in 1999 approximately one third of the image were of the natural landscapes, and one-third atmosphere (Pan et al., 2011). By 2007 the visual images became more emotion based, and were more evenly spread between the landscape, culture art and history, atmosphere and tourists leisure and recreational activities (Pan et al., 2011).

The 100% Pure New Zealand brand has been extended to include: 100% Pure Romance, 100% Pure Spirit (Morgan et al., 2002), 100% Pure experience, 100% pure exhilaration, 100% Pure brilliance (Insch, 2011). The 100% Pure campaign also extended to coincide with the Americas Cup regatta, held in Auckland in 2003.

The most notable extension of the 100% Pure campaign was connected with the Lord of the Rings trilogy: 100% Pure Middle Earth. Yeoman et al. (2005, p. 137) went as far as stating that “the growth of tourism in New Zealand is in one respect is associated with the Lord of the Rings Hollywood trilogy.” Bell (2008) suggests that the 100% Pure Middle Earth campaign, relaunched to coincide with the Hobbit, aligns well with the clean and green, 100% Pure campaign. Insch (2011) agrees with Bell as the campaign links to the natural landscape and scenery used as backdrops in the films.

The main risk to a brand, particularly one closely linked to the imagery of a clean and green destination is the accusation of greenwash. As mentioned earlier, Morgan et al, (2002, p. 351) state, “what New Zealand affirms is the idea of the authentic experience.” The issue is that Morgan et al. (2002, 2003) conducted research into the 100% Pure brand was from a marketing viewpoint: as a niche destination brand. The best way to overcome greenwash is for the rhetoric, particular visual rhetoric, to match actual actions and policy; the strategic vision created by the brand must be truly authentic.

## **Authentic**

Morgan et al, (2002, p. 351) is quoted as stating, “what New Zealand affirms is the idea of the authentic experience”, but what is meant by authentic? Chronis and Hampton (2008, p. 113) tell us “reality is socially constructed based on socially accepted norms and ideological perceptions,” if this is the case, then authenticity must, by extension, be a socially constructed concept (Liedtka, 2008).

The concept of authenticity has its roots in philosophy, development and social psychology, sociology, as well as the fine arts (Liedtka, 2008). Liedtka (2008, p. 238) describes it as the “notion of being true to oneself”: not just knowledge of truth or reality, but also experience, meaning and existence. Freeman and Auster (2011, p. 19) state “to find the authentic requires a look into the past actions to understand who we are or what we are becoming... enlarging the view of ourselves.”

In a business sense, authenticity is at the intersection of ethics and management, the core issues of: “moral character, ethical choices, leadership, and corporate social responsibility” (Liedtka, 2008, p. 238). Maio (2003) states that authenticity is dependent on the integration of values into an organisation’s behaviours. Beverland and Farrelly (2009) add that it includes the connection between: community, culture and society, place, and time.

To find what Morgan et al. (2002) meant by authentic in a business sense is not as straightforward as first thought. “Few consumer researchers have defined authenticity, which allows the term to be used in different ways and with varying meanings” (Leigh, Peters & Shelton, 2006, p. 482). The method often employed in research involves asking consumers to explore their personal experiences and meanings associated with authentic, and authenticity, using the dichotomy of authentic vs non-authentic (Beverland & Farrelly, 2009)

An issue related to this is the use of personal values and beliefs as part of recounting a person's experiences. Freeman and Auster (2011) asks about how well the consumer knows and understands their personal values, how are these values actioned, and what happens if there are conflicting or contradictory values: which take precedence? Freeman and Auster (2011, p. 16) also indicate different levels of values: "individual, organisational, institutional, societal and global."

"Academic work on authenticity remains vague in terms of its definition and in its marketing relevance" (Chronis & Hampton, 2008, p. 112) Table 3: Definitions of Authentic and Related Terms, gives a summary of the different definitions of authentic and authenticity used in selected academic literature; in particular business oriented articles.

Key words and ideas that are highlighted in these definitions (Table 3) include: genuine, real, true, not fake and not contaminated.

One term that was used to define authentic is the word original. Yeoman et al. (2007, p. 1128) use the word original in the academic literature, to define authentic as, "experiences and products that are original and the real thing, not contaminated by being fake or impure". The New Zealand Pocket Oxford Dictionary (Burchfield, 1986, p. 529) defines original as:

"1. Existing from the first, earliest, primitive, innate; that has served as a pattern, of which a copy or translation has been made; new in concept, not derived or imitative; inventive, creative."

The meaning of this word is subjective to context. In the context of authentic or authenticity the word original could be interpreted as to meaning that something is not altered.

### *Definitions of Authentic and Related Terms*

<b>Term Used</b>	<b>Definition</b>	<b>Reference</b>
Authentic	Experiences and products that are original and the real thing, not contaminated by being fake or impure	Yeoman, Brass & McMahon-Beattie, 2007. p. 1128
Authentic	Searching for a connection with something that is real, unsullied and rooted within the destination	Yeoman, Brass & McMahon-Beattie, 2007. p. 1135
Authentic	Owning one's personal experiences, including one's thoughts, emotions, needs, desires, or beliefs	Gardner, Coglisser, Davis & Dickens, 2011, p. 1121
Authentic	Being self aware and acting in accordance with one's true self by expressing what one genuinely thinks and believes	Gardner, Coglisser, Davis & Dickens, 2011, p. 1121
Authenticity	A socially constructed interpretation of the essence of what is observed rather than properties inherent in an object	Beverland & Farrelly, 2009, p. 939
Authenticity	Encapsulates what is genuine, real and/or true	Beverland & Farrelly, 2009, p. 939
Authenticity	Refers to the emotional realism, which enables and enhances the process of consumption	Chronis & Hampton, 2008, 112
Authenticity	A desire for the experience to be based in fact, to be genuine	Chronis & Hampton, 2008, p. 112
Authenticity	A consumer perception that occurs through a filter of one's personal experiences	Leigh, Peters & Shelton, 2006, p. 483
Authenticity	A person's need to match the object with their idea of how it should be	Beverland & Farrelly, 2009, p. 839
Authenticity	Encapsulates what is genuine, real and/or true	Beverland & Farrelly, 2009, p. 839
Authenticity	A manifestation of [the] search for something real	Leigh, Peters & Shelton, 2006. p. 482
Authenticity	Concepts of community, ethical consumption, innovation, regional identity & simplicity	Yeoman, Brass & McMahon-Beattie, 2007, p. 1129
Constructed authenticity	Authenticity projected onto objects by tourists or tourism producers in terms of imagery	Chronis & Hampton, 2008, p. 113

Table 3: Definitions of Authentic and Related Terms

The fact that even identified key words are subjective relates to the ideas of authenticity being socially constructed and open to interpretation of the individual's projected imagery. The subjective meaning of these key words is an area that requires clarification as part of the interview process in this research.

An organisational trend, as stated by Crossman (2011, p. 554), is for an organisation to accept "responsibility to avoid harming the environment in their production process and exploring a business logic becoming cleaner and greener." Martin et al. (2011, p. 575) stated that the leveraging of environmental programs, including CSR, "has increased almost tenfold in the last 20 years, and nearly tripled since 2006." Authenticity is where a business organisation will "walk the talk", in other words if an organisation "say [they] have this value, then your actions need to be consistent with that value" (Freeman & Auster, 2011, p. 19).

Liedtka (2008) describes the concept of authentic intention as the communication of the organisation's values and norms, not just formulating detailed strategy; a process rather than goals and outcomes. The communication of this authentic intention is not solely for the involvement and engagement of the employees, but to also to communicate a commitment to other stakeholders by the organisation (Liedtka, 2008).

In terms of environmental sustainability, an organisation needs to explore not just internally, but also their industry and wider community. Kashmanian et al., (2011) uses the term understanding the landscape, where an organisation aims to find out who, in industry terms, is better at environmental sustainability, and how, and then benchmarks the organisation against their competitors and other organisations.

Gardner, Cogiliser, Davis and Dickens (2011, p. 211) caution that there is an "assumption that an organisation's authenticity is manifest through its leadership." There are many different academic articles concerning authentic

leadership, this is not explored in great detail in this research, as it is outside of the main topics being explored. From the academic literature used in this research, authentic leadership has the characteristics of: “emphasis on self knowledge, perspective taking and relational transparency” (Liedtka, 2011, p. 240); as well as a sense of job satisfaction and performance, organisational citizen behaviour, and trust (Gardner et al., 2011).

Authentic leadership entails acting on a person’s values and beliefs. Although many articles explore the positive nature of authentic leaders Freeman and Auster (2011, p. 16) remind us that some authentic leaders have “committed great evils in the world”, citing Adolf Hitler as an example of this. Being true and authentic may not necessarily mean being ethical (Gardner et al., 2011).

There are many ways that an organisation can have ethical interactions with customers, as well as competitors and the wider community. To create a sense of authentic sustainability policy, procedures and actions, Kashmanian, Wells and Keenan (2011) suggest: publicly reporting sustainability goals and progress; partnerships with local the community, non-government organisations; collaborate with other companies; as well as to assist both the suppliers and consumers in reducing their environmental impact.

Beverland and Farrelly (1997, p. 839) conclude that, “consumers actively seek authenticity to find meaning in their lives, and in line with associated personal goals.” In a way the consumer is an active creator of authenticity by negotiating and creating meaning.

Chronis & Hampton (2008, p. 113) state: “authenticity can be seen as both a product feature as well as an experiential outcome.” Font (1997) agrees with this, adding that the consumer creates an image about a product, and by extension, the organisation, and that consumers often use their subjective opinion to fill information gaps; either embellishing or denigrating the image.

One way suggested by Brown and Stone (2007) for governments to create authentic sustainability goals is to promote and purchase eco-friendly goods

and services. However, they do suggest that many government initiatives are more 'end of pipe' solutions rather than preventative measures (Brown & Stone, 2007).

The main issue in creating authentic sustainability strategy, particularly marketing strategy is that the concepts of green, environmentally friendly, ecologically aware, or globally aware have different meanings to depending on culture, population and location (Johnson & Johnson, 1997). An organisation must be authentic with their environmental and sustainable associations or run the risk of being accused of Greenwash, partly due to difficulty of verifying, what Insch (2011) calls, environmental credentials, particularly with consumer scepticism and resistance to 'green' brands.

“Not only do consumers and advocates question the authenticity of the firm’s efforts, they also worry about the sustainability of such practices when developed for strategically aggressive reasons.” (Martin et al., 2011, p. 587)

The best way to overcome greenwashing by an organisation is described by Insch (2011, p. 288) as “consistently delivering this promise to an environmentally savvy and discerning market.” An organisation must do more than just insist they are sustainable; their actions must match the rhetoric.

The tourism industry is particularly vulnerable to accusations of greenwash:

“The consequences of contaminating a green brand image by word-of-mouth and social media platforms can be severe as others learn and complain about, recommend or discourage others to visit.” (Insch, 2011, p. 288)

Yeoman et al. (2005, p. 140) state, tourism consumers “focus on the pure experience and search for the truly authentic tourism product or service which is steeped in culture and history. Leigh et al. (2006, p. 483) add that “tourists seek authentic experiences, or natural, primitive ones untouched by modernity”, however they note that tourists want to be still able to visit a region with modern convenience and comforts; with out the necessary hardship.

These two statements call into question the level of authenticity required by a destination or tourism organisation; just how authentic does the authenticity need to be?

Another angle to consider is that for tourists the “authentic experience is about avoiding areas and activities where there are lots of other tourists, indicating a desire to explore the untouched and unexperienced (Yeoman et al., 2007, p. 1133). The tourists, in effect, want a destination that is not too ‘touristy’, i.e. developed.

The tourism product is judged by the genuineness and, in many cases, the originality (Leigh et al., 2006). The authenticity of a tourism product should be: “ethical, natural, honest, simple, beautiful, rooted and human” (Yeoman et al., 2007, p. 1137), it should avoid tokenism, particularly for sustainable or green products. However, Leigh et al. (2006, p. 483) state that “postmodern consumers actively seek the staged experience as an outgrowth of the value placed on eclecticism and aesthetic enjoyment”, what they term existential authenticity. Again, how authentic must the authenticity be?

Creating a tourism brand is one way that national tourism organisations combine resources to market a destination. It must be noted that for enduring branding the “tourists experience of the brand must meet their expectations” and that the “branding activity must be credible, plausible, durable and deliverable” (Morgan & Pritchard, 1998, p. 226).

Creating an authentic sustainability destination brand involves the whole tourism industry, as well as public sector and community groups: “stakeholder engagement and management in developing sustainable policies more critical elements within sustainable tourism” (Timur & Getz, 2009, p. 224). Connell et al. (2009) are in agreement that the tourism sector and the community need to work together, but note that there is a lack of guiding vision for tourism at the national level, instead it is left up to local bodies to manage in a piecemeal manner.

Connell et al. (2009) indicate that in New Zealand the national tourism strategy is underpinned by the concepts of Manaakitanga: host responsibility, and Kaitiakitanga: guardianship, and that the tourism sector must take a leading role in the promotion and protection of the environment they wish to utilise as part of the New Zealand tourism product. These concepts have the potential to be combined with the 100% Pure campaign to create an authentic strategic vision for the New Zealand tourism industry.

### **Research Question**

A review of the academic literature concerning authentic sustainability strategy, with special interest in the tourism industry, has identified a number of areas that have potential for future research.

An increased interest in sustainability has impacted on businesses and the way they are run. Collins et al. (2007) state, most businesses see environmental regulations as an additional costs. Whilst compulsory compliance is not investigated in this research; instead this research focuses on voluntary policies, procedures and actions in businesses, an agreement on what should be sustained is necessary for creating strategic policy (McCool et al., 2001) with a clear direction from management to ensure that environmentally sustainable practices are implemented into the strategic plan of the business.

Pugh and Bourgios (2011) state that strategy comes from a variety of sources and each source has a particular view of the company, the strategy and stakeholders: from the front line staff comes action oriented strategy as they are the ones who interact with customers, managers have a more analytical and broader view of issues, plus strategic intuition: strategy that feels right. Balmer et al. (2011) agree, concluding that strategy should be an organisation wide philosophy rather than just a management function.

Environmental sustainability is pursued by many businesses for three main reasons: to create a more efficient use of resources, to create competitive advantage, or to be used as a marketing tool.

Crossman (2011, p. 555) states that businesses have moved away from the traditional exploiter of resources: from “poacher to gamekeeper of natural resources.” Resources are now considered more scarce, and something that needs to be managed. Lozada and Mintu-Wimsatt (1997) say that pollution is also a sign of inefficiencies and costs: in other words wastage of resource and energy.

The biggest trend is for businesses to view environmental sustainability as a driver of innovation, a way to create competitive advantage, or to generate bottom-line results (Kashmanian et al., 2011). This is evident in an increase in the use of environmental sustainability as a marketing tool for businesses, Mackoy et al (1997) suggests that this appeals to consumers who either have environmental sympathies or are reacting to the modern consumption culture. Day and Arnold (1997) agree with this adding that sustainable strategy is done as a way to create long-term competitive advantage and for organisation marketability reasons (Day & Arnold, 1998).

The tourism industry is a heterogeneous collection of different business, with diverse interest groups: local community, businesses, as well as government (Bramwell, 2005; Fennell & Butler, 2003). Connell et al. (2009) caution that local councils often consider the tourism industry from a marketing perspective only: how to promote a region, instead of the potential benefits and impacts of the tourism industry on the local environment and community.

The traditional marketing of a tourist destination has relied on the natural environment: parks, forests, sun, sand, beaches, and scenery (Dodds et al., 2010; McCool et al., 2001). Vellecco and Mancino (2010, p. 2201) state “environmental practices should be higher at destinations where the natural resources (sea, coast, landscape) play a central role as the main tourist attraction.”

This interest in the environment has been evident in a corresponding rise of eco-tourism. Inch (2011) also indicates that there has been a rise in the academic study of eco-tourism in the past 20 years. According to Mihalic (2000), there are too many 'eco' variations, which can confuse potential travellers, reducing the marketing value of this niche.

Increasingly tourists are looking for destinations and tourism products that offer: "escapism, culture and discovery" (Yeoman et al., 2005, p. 135). However, a gap still exists between the tourist's environmental awareness and their corresponding actions. To reduce this Vellecco and Mancino (2010) found that there is now more focus on information and education of tourists, suggesting that tourists should be given a list of 'dos' and 'don'ts' as a way to reduce the tourist's impact at a destination.

The main issue raised in the literature linked directly to environmental sustainability is that this concept is vague; therefore it is difficult for a business to translate sustainability into policy, actions or indicators (McCool et al., 2001). Soteriou and Coccossis' (2010) study into National Tourism Organisations found that many organisations had a strategic focus on budget preparation and vision or goal setting. They also concluded that the integration of sustainability into strategy was at best average (Soteriou & Coccossis, 2010).

A number of definitions for sustainable tourism are given in table 2 (p. 42). Whilst there are some commonalities, to add to the confusion, Bell (2008) states that organisations often use the term eco-tourism interchangeable with sustainable tourism. Mihalic (2000) states that the environmental management of a destination must be communicated effectively to potential tourists to reduce any confusion.

Inch (2011) concludes that there is a growing scepticism and consumer resistance to green brands, particularly where consumers feel it is more greenwash than green. To reduce the likelihood of damage to a destination's

reputation, Morgan et al. (2003) conclude that visitors must experience the brand as authentic: having the three principles of trust, ethics and efficiency. To be considered authentic, Liedtka (2008) suggests that the organisation, or by extension a destination, needs to show a transparent commitment to the shared vision with its customers.

Many tourist destinations now use either a region or country brand to entice tourists. Morgan et al. (2003) state visitors must experience the brand as authentic and unique to that destination. In particular:

“Sustainable tourism requires a collective and conscious effort of all tourism businesses, government policymakers and planners, as well as key stakeholders, to prioritize environmental and social issues” (Kasim, 2006, p. 2).

However, Mihalic (2000, p. 70) states that: “sustainability in tourism has been oversimplified and moulded to fit widely differing approaches to environmental management.”

New Zealand heavily relies on the natural and physical environment for creating the New Zealand tourism brand; in particular the ‘clean and green’ imagery (Connell et al., 2009). New Zealand’s identity is, according to Frame and Newton (2007, p. 575), “bound up with ideas about pristine natural landscaped.”

In 1999, TNZ launched the 100% Pure campaign (Insch, 2011) to position New Zealand as a clean, green and pure place, with the marketing featuring images of pristine scenery, dramatic landscapes and sweeping vistas (Aitken et al., 2011). Morgan et al, (2002, p. 351) takes this further stating, “what New Zealand affirms is the idea of the authentic experience.”

The 100% Pure campaign is one of the longest-running and successful tourism branding campaigns. The risk to this brand, and by association tourism revenue, is the potential for a perception of greenwashing. The 100% Pure campaign has been extensively researched in terms of marketing

management; the question is does this translate into an authentic strategies to address sustainability issues and global tourism trends?

In order for authentic sustainability strategies to be successful within the tourism industry is vital that contexts of the 100% Pure New Zealand campaign be understood and implemented at tourism organisations and businesses. To explore this issue a number of questions arise: To what extent are sustainability strategies understood and implemented by managers and front-line staff at the organisations, from the perspectives of top-down and bottom-up approaches? How are these strategies embedded in an authentic way? What impacts do the individual's values and beliefs have on the development and implementation of sustainability strategies?

In summary, the literature review has identified a gap in the literature. There has been little to connect a successful 'green' marketing campaign to strategic management, policies and practices, in particular strategy implementation. This is particularly true in the diverse and fragmented tourism industry.

The research question is:

In what ways do New Zealand tourism organisations translate the 100% Pure 'clean-green' marketing campaign into an authentic sustainable management strategy. What are the sustainability practices, policies and perceptions of these organisations?

To answer this research question the following will be considered:

- What are the drives and constraints of the strategic sustainability policies and procedures?
- How are sustainability strategies implemented from the top-down and the ground up to ensure authenticity and embeddedness?
- What is the influence of management and employee buy-in, attitudes and personal values?
- What visible evidence indicates authentic sustainability strategies?

The overall research design will focus on how authentic sustainability strategies are implemented, which is relevant because of the strategic value of the 100% Pure brand to the country, as well as to individual tourism organisations. However, the gap in the academic literature arises due to the concepts of sustainability and authenticity, as well as the implementation of sustainability strategy, being poorly understood.

## **Methodology**

This research was conducted using interpretivist and qualitative data collection and analysis tools and techniques. These methods are used as the research explores the viewpoint of the individual management and staff as they make sense of sustainability issues and develop strategy to mitigate negative environmental and social impacts of their organisation, as well as developing strategy to enhance positive organisational impacts.

A qualitative approach to this research is justified as it is useful in generating new ideas about vague concepts or where existing theory is inadequate (Eisenhardt, 1989). The qualitative data gathered can be compared and contrasted with academic literature to create a deeper insight into emergent concepts and theory, based on the objective study of a particular context (Eisenhardt, 1989; Eisenhardt & Graebner, 2007).

This technique allows for a better understanding of “dynamic’s present in a single setting” or context (Eisenhardt, 1989, p. 535). The holistic view of the social phenomenon, in a real-life context, using a “variety of evidence: documents, artefacts, interviews and observations” (Patton & Appelbaum, 2003), can indicate complex interrelationships; in this case between the managers, front-line staff, council and TNZ.

## **Epistemology**

This study employs an interpretivist epistemologically, as the aim is to research social actions (Bryman & Bell, 2011), in this case strategic policy, practice and procedures, in order to understand the concepts behind this social action. The main focus is to establish a common understanding in the tourism context of the terms sustainability and authentic, and how these are applied to strategic planning and management.

The context of the i-SITE is important as there are external barriers and constraints placed on them, in particular the input of the local government bodies that control the i-SITE's budget and overall strategy.

Ontologically the i-SITES are being considered as entities that should be considered social constructs, based on the perceptions and social actions of the employees, particularly the front-line staff, as i-SITES are information centres and rely on the service interactions between the tourists (customers) and the information consultants (employees) (Bryman & Bell, 2011). The constructionist approach is considered as the social phenomenon and meanings are continually being "established, renewed, revised and revoked" (Bryman & Bell, 2011, p. 21) during the interactions between the tourists and staff, as well as internally amongst the staff and management.

This leads to supporting the use of the interpretivist paradigm as this research:

"Questions whether an organisation can exist in any sense beyond the conception of social actors, so understanding must be based on the experiences of those who work within them" (Bryman & Bell, 2011, p. 24)

### **Case Study Method**

Bryman and Bell (2011) have noted that the use of multiple case studies in research has become increasingly common in business and management research. The advantage of exploring more than one case study is the ability to "compare and contrast the findings derived from each of the cases" (Bryman & Bell, 2011, p. 63). The use of cross sectional design aims to produce general findings, in particular what is unique, and just as importantly, what is common across the different cases.

Using i-SITEs in different locations will allow for results to be compared and contrasted as to how sustainability elements are authentically included in the practice, policies and strategies of the i-SITEs. This will also allow for richer data to be collected, expanding the understanding of authentic strategy, and minimising the risk that employee or managers at these i-SITE perceive limited control over the i-SITE operations, as well as regional differences in awareness and desire for the need of authentic sustainability strategy and management.

A program of semi-structured interviews was conducted with the manager responsible for the running of the individual i-SITEs to gather a clear understanding of the managerial policies and practices of the centre. A secondary program of semi-structured interviews was conducted with front-line employees to assess the level of authentic staff buy-in, the embeddedness of management philosophies and expectations, and any level of employee disconnect to the policies and practices.

Semi-structured interviews were chosen as a method of interview as this has the mixture of a structured interview with room for improvisation (Bryman & Bell, 2011). It “involves the use of some preformed questions, but there is no strict adherence to them’ (Meyers, 2011, p. 124), but gives some consistency across participant interviews as similar sets of questions are used. This allows an emergence of new questions or concepts during the conversation styled interviews, creating more flexible and rich information to be obtained.

Prior to the semi-structured interviews two differing types of research resources were created. Firstly, as suggested by Bryman and Bell (2011, p. 475) an interview resource was created in three parts:

1. A Guide for the interview: containing a structured list of potential questions and value points to be used during the interview, to cover the key ideas and concepts being explored.
2. A table of key concepts and words used in the literature to define sustainability and authentic. This allowed for quick reference to check that the participants understood these two concepts.

3. A quick question section. This also had two parts:
  - a. Demographic information collection: name, age, gender, ethnicity, job title, and length of service. This information may or may not be relevant in the analysis part of this research.
  - b. Questions about the participant's sustainability practices at home, away from work. This was done to compare and contrast with their practices and actions at the i-SITE as their place of work, and as a way to reduce the possibility of bias due to the participants wanting to ensure that they are representing the organisation in a positive light: potentially giving answers that are inconsistent with their personal views and actions.

These resources were used in the interviews, a copy of the full resources is given in appendix 1: Interview Resources.

The second type of research resource created was a building checklist (Appendix 2: Visit Checklist). This was used to investigate in what ways are sustainability strategy policy, practice or procedures, visible at the i-SITE. The managers and staff were also asked specific questions, including about: heating/cooling, energy use, water conservation, and end of day practices, as part of this checklist. This is to identify the physical evidence of policy, practices and procedures stated in the interview process; and as a way to check the authenticity of the sustainable strategies discussed in the interviews.

All the research resources are based on questions and issues raised in the literature review. Information was also gathered from the Energy Efficiency and Conservation Authority (EECA) website, as "EECA is the government agency that works to improve the energy efficiency of New Zealand's homes and businesses, and encourage the uptake of renewable energy" (EECA, 2012, <http://www.eeca.govt.nz/>).

Interviews were audio-recorded and transcribed for analysis. Participants were given the opportunity to view their individual transcripts to suggest corrections or clarifications of the contents. The transcripts were edited to remove the

“ums” as conversation analysis is not being used. The confidentiality of the participants is assured with the use of pseudonyms, for the interviewee as well as their connection to particular managers and i-SITEs, as the purpose of this research is to form generalised understandings.

### **i-SITEs as Context for Multiple Case Study**

The key finding of the i-SITE New Zealand perception research (Tourism New Zealand, 2010) is that “i-SITEs are adding value to the tourism industry, ensuring international visitors spend more money in the communities they visit, and enhancing their holiday experience.” This report focuses on the information being given at these information centres, and the perceptions of this information, there is no mention of sustainability, eco-tourism or the presentations of these centres.

i-SITEs are an important part of the New Zealand tourist industry. According to the Tourism New Zealand Visitor Experience Monitor; i-SITE Summary 2010/2011: 77% of Tourists were aware of i-SITEs, and 44% of tourists surveyed used an i-SITE during their stay in New Zealand (Tourism New Zealand, 2011, p. 9). For 66% of i-SITE users in 2010/2011, the information given at the i-SITE impacted in the decision of the tourists to use an activity, accommodation or transport provider, with only 11% stating that the information did not influence any of their decisions (Tourism New Zealand, 2011, p. 16).

Tourism New Zealand and the i-SITE Network play a part in co-ordinating the information and monitor the 90 i-SITE tourism and visitor centres in New Zealand (Qualmark, 2012), which are often considered as a network of centres. In fact they are controlled and run by local councils, meaning that each individual i-SITE is required to operate under the local council strategy and budgets.

Qualmark, a Tourism New Zealand initiative, developed the Qualmark Enviro Awards: Gold, Silver & Bronze, to recognise sustainable business practices “determined through five key action areas: energy efficiency, water conservation, waste management, conservation initiatives and community activities” (Qualmark, 2012). As of 5th June 2012, only 15 of the 90 tourism visitor and information centres have been awarded an Enviro Bronze Award, recognising that “minimum requirements have been met” (Qualmark, 2012).

Why is this number of Enviro awards in this sector so low, and why are they only at the bronze level? What influences the level of sustainability at the i-SITES: local government policy, management or staff initiatives, other stakeholders, or financial and budgetary considerations?

### **Approach to Gathering Data and Analysis**

This section of the methodology explains in detail the selection and recruitment of the i-SITES and participants used in this research. First, a criterion was created to identify i-SITES of interest. Secondly, this section explains the recruitment of the managers and front-line employees. Lastly, the sampling techniques of convenience sampling and snowballing are discussed.

### **Selection of the i-SITES**

For this research it will be useful to investigate at least one i-SITE that has achieved a Bronze Qualmark Enviro Award. This will allow the exploration of how a range of i-SITES have implemented sustainability strategy, in what ways they have created an organisational authentic environmental strategy, as well as the consideration given to third party accreditation; in particular from Qualmark.

One issue to note is that, according to Bryman and Bell (2011), multiple case studies should be conducted at a specific point of time; this will allow the researcher to explore the cases without the possibility of collaboration between the organisations being studied. This issue is mitigated in this research by ensuring the anonymity of the i-SITEs chosen, the final i-SITEs are only known to myself, as the researcher, and my supervisor. Each of the managers, and corresponding staff, were told the criteria for selection and that four i-SITEs, fitting these criteria, were being used as the cases.

This research does not aim to use comparative design, which use mainly contrasting cases, as it aims to find a general understanding of authenticity as applied to sustainability organisational strategies.

A decision to focus on information centres (i-SITEs) located in the top-half of the North Island, of New Zealand has been based on a number of factors. Firstly, these tourism regions are in the top ten regions by tourist expenditure, 2005-2010 (Ministry of Economic Development, 2011): Auckland is ranked 1st, Waikato is ranked 4th, Northland ranks 6th, Rotorua ranks 7th, and Bay of Plenty ranks 8th. Secondly, each of these regions are in close proximity to Auckland, and can be visited a single days car travel (Accomodation.co.nz), within the budget allowance for car travel. Third, the i-SITEs have comparable numbers of employees and similar styled premises.

A final criterion is that the i-SITEs are located in areas where I have lived and worked, or spent time on holiday; giving a familiarity with the area, tourism products, and the level of environmental, cultural, natural and heritage awareness and other relevant issues. This will further to establish the context that will allow better interpretation the interviewee answers, for higher-level analysis.

## **Recruitment of i-SITES and Research Participants**

Prior to selection of the i-SITES a brief qualitative content analysis was carried out on the tourist information available on the Internet in the locations selected. Once selected, each i-SITE's webpage was analysed to identify the use of ecology and sustainability in promotional material, as well as to assess the potential practices and stated expectations to inform discussion in the semi-structured interviews. The webpages also were analysed in terms of the tourism products promoted in the area, whether they were natural, cultural, heritage or adventure based.

Of the four i-SITES selected as potential places of interest only one had a link to conservation information, located at the bottom of the page as a text link. None of the websites mentioned Qualmark Enviro Awards, even those i-SITES that had achieved these awards.

The initial contact was made via telephone, using contact details listed on the i-SITE directory (Tourism New Zealand, 2012). A letter of invitation to participate was posted or emailed to each of the managers, with a follow up contact to:

- Establish their willingness to participate
- Find out specific details of the i-SITE: staffing numbers, location.
- Suggest possible dates for interviewing management and staff
- Allow the managers to ask any questions about the research, the interview techniques, and other relevant issues

The managers were then posted invitations to participate to be distributed to the other i-SITE employees. This was done two to three weeks prior to the arranged interview date to allow the front-line staff to have time to consider the invitation, ask questions, and decide if they were willing to participate in this research.

## **Sampling**

Sampling of participants at the i-SITEs was done using the convenience sampling method. At the i-SITEs all the centre managers were interviewed and front-line staff were chosen based on the day of the interview. This can have the possibility of managerial tampering and bias as they set the rosters of the staff, but this has been mitigated by the use of multiple case studies.

At the one i-SITE that employed more than could be interviewed in one day; a snowballing technique was used where each participant was asked who would be good to interview next.

## **Analytical Procedures**

Thematic analysis of the interview transcripts was undertaken to identify, analyse and report patterns (themes) within the data, with the ability to organise these themes into higher order themes to extract rich detail (Braun & Clarke, 2006; Bryman & Bell, 2011). Braun & Clarke (2006, p. 78) state that thematic analysis is often performed as part of other analytical traditions, such as grounded theory, but argue, “thematic analysis should be considered a method in its own right.”

This is technique of analysis particularly relevant technique for semi-structured interviews over multiple case studies as it allows for commonalities and difference to be used for the exploration of existing theory, as well as the identification and elaboration of new unanticipated insights (Braun & Clarke, 2006). Braun & Clarke (2006) also state thematic analysis “can be useful for producing qualitative analyses suited to informing policy development.”

## Results

The interviews were conducted at four different i-SITEs, selected based on the set criteria. At each i-SITE the manager was interviewed as well as the front-line staff, referred to as Information Consultants based on common job titles given during the interview. In total 14 people were interviewed: four managers and ten information consultants.

There is no need to link the managers and staff to a specific i-SITE, as the aim was to find generalised findings on authentic sustainability strategy. A random pseudonym was assigned to the i-SITEs and interview participants as follows:

- i-SITE A – D
- Manager E – H
- Information Consultant K – T

Interviews occurred at each i-SITE in a single day between 21<sup>st</sup> September and 2<sup>nd</sup> October 2012.

The qualitative technique of thematic analysis was used to analyse the interview transcripts. From this analysis a number of different themes were identified. Each theme is explored separately to identify the participant's responses to varying concepts and issues.

### **Purpose of i-SITE**

The first question asked of participants was “what is the purpose of an i-SITE?” This was the first question asked for two reasons. Firstly it was a question that the respondents should be comfortable answering, and are confident in giving a simple answer. The aim of this was to reduce anxiety or resistance to being interviewed.

Secondly, the question aims to identify if the respondents considered sustainability, environmentalism or social concern as being part of their core job. The idea was to find out if any of the respondents describes giving information specifically targeted to sustainability. A follow up question of “what type of information do you mainly give: sustainability/environmental or fun and adventure?” asked about this concept more directly.

The results were consistent and are best described by Information Consultant N:

“The i-SITE is here to provide information and provide a booking service to travellers and local people, anyone who wants any information about [our city and area name] or the rest of the country. “

Information Consultant M added “to provide a quality service...”, and Information Consultant Q added:

“Predominantly, with most people that come in I recommend everything on [name of area] first because that is their main purpose, with [name of area] being a tourist destination.”

Managers E and H had similar ideas of the purpose of their information, summed up by Manager H as being:

“To inform people of what to do in the area. Really our job is to get people to stay longer and spend more, and have a great time. That’s what we try to do, is to let them know all the things there are to do here, and to sell them.”

Other things raised were the importance of ensuring that the tourists had the best time (Manager P), and an enjoyable experience (Information Consultant F) to enhance the reputation of the area as a destinations (Manager L).

Manager G and Information Consultant M are the only two people interviewed that mentioned their role as including a communication of sustainability practices and actions to tourists. Manager G stating that it is their to “promote that to tourists,” giving examples of this information as:

“We will give them advise on how to dispose of their rubbish, where to dispose of their rubbish, how to be a bit more eco-friendly, only flushing the toilet only when they need to, all that sort of thing. And we make sure the local operators who have got holiday accommodation, where people are staying, know about providing that information to their visitors.”

Information Consultant S suggests that the information requested by the tourists can be either specific: “like may be you want a wine map, or our walking guides, they want to know where a specific place is and how to get there, so that’s pretty easy,” and at other times vague: “Otherwise they just wander in and say I’ve got four hours what can I do?”

However, Information Consultant R was most insistent that “as an i-SITE you don’t really promote one product over another,” indicating that the i-SITE has a service focus and that their job is to only provide the information requested, limiting the ability to promote environmentally sustainable activities or businesses.

### **Tourism Product Promotion at the i-SITE**

The interview participants were well versed in what tourism products were available in their area. When asked what about the attractions and activities in the area, the answers can be classified into two groups: natural and man-made activities.

This section of questioning was to explore if there were any connections the types of tourism products and the amount of sustainability actions and information given at the i-SITE. Many of the participants were subsequently asked if they knew of any eco-tourism products or organisations in their area.

This line of questioning also indicated the tourism imagery of the area: what attractions or products came to mind when asked about the area. This links to the discussion on the 100% Pure brand, imagery, authenticity, and relevance to the area, conducted later in the interview.

The natural products included: “beaches and the scenery, the walking tracks” (Information Consultant Q), “some very good walks” (Manager G), as well as lakes, forests; particularly Kauri forests, and the coastline. As Information Consultant T states: “We get a mixture. A lot of them are, a lot of things to do, and a lot of those can be environment places.”

Man-made activities suggested by the participants included: parasailing, kayaking, skydiving (Manager H), ten-pin bowling, golf courses, and cruises (Information Consultant T), “fun and adventure and historic” (Information Consultant P), guided tours, helicopter flights and vineyards (Manager G).

The overall consensus was that the activities promoted predominantly were fun and adventure, as typified by Information Consultant Q:

“I would say fun because that’s what people ask for. People want to, come here, we have a lot of day visitors and they want to know what there is to do with their time, to make the most of their time.”

Information Consultant T stated that: “We get a mixture. A lot of them are, a lot of things to do, and a lot of those can be environment places.” When asked about eco- tourism products Information Consultant L suggested that ‘probably something like [inaudible] Coast walks or, [location name] coast walks, I suppose are quite eco-tourism focused. But nothing that is branded “we are eco-tourism, or we do this because we are eco-tourism.” From my perspective anyway; obviously it is what I know.”

Three of the participants gave examples of local eco-tourism:

“We don’t have lots of products in [Area], but the [location name] Islands is one of the top dive spots in the world and they have an eco-cruise

that goes out to the islands. So, that operator is very environmentally conscious. That's an eco-tour, so everyone involved with the organization is very aware of their responsibility to the environment, and it's perfect because it is such a precious area." (Manager E)

"We have the [tours name]. That's an eco tour. [Organisation name] are fully using recycled fuel and so does [Name] Cruise... We also have an eco overnight cruise that goes for three days... they have a special tin if somebody smokes, that they put the cigarette butts into, they are not even allowed to throw them over the side. Gotta keep them. They nearly make you account for every cigarette butt." (Information Consultant P)

"The main we push is in the [location name], it is [organisation name], that goes using eco-fuel and a percentage of or a part of the money go into project Island Song." (Information Consultant T)

Four of the participants: Manager G, as well as Information Consultants N, O and R, at a mixture of i-SITE locations, all mentioned a new eco-tour activity being set up in their area. This is best described by Information Consultant N:

"They [Business Name] are doing zip-line through 800 year old forest that has never been logged. They are working alongside DOC, they are putting traps to get it pest free, so hopefully the birds will come back."

Other locations for this activity include over native bush, wetlands, and a vineyard. One aspect of this business described by Manager G is the sharing of information about the "local flora and fauna", as well as sharing of sustainability information specific to the zip-line's location.

There is also mention of Department of Conservation (DOC) sites and walks (Information Consultant N), in particular the use of the eco-tour operators donating part of their activity fee to DOC (Information Consultant R) or other environmental causes.

## Sustainability

Tregida et al. (2013, p. 3) suggest that governments, businesses and academics have differing definitions and understanding of what sustainability is. Each group or individual “consider the meaning of the phrase in their own terms.” Whilst, “academics can engage in this debate to better understand the embrace of the concept by organisations and their role in shaping it” (Tregida et al., 2013, p. 2), the authors down play the importance of individuals within the organisation creating a common understanding of what sustainability means.

An individual creates the definition of sustainability based on their “culture and experience, filtered by their worldview” (Byrch et al., 2007). Participants were directly asked what sustainability meant to them. As a result of this a number of terms were used as a definition, and a number of examples given to explain their understanding of this concept.

The following is a sample of the responses given:

“So it means that you can do this thing and carry on without it have an adverse, negatively impact on the environment. So the physical environment as well as the people, living, I suppose.” (Information Consultant L)

“Sustainability. Basically making consideration to the planet.” (Information Consultant M)

“Working in a way that minimises or prevents further damage to the environment. Whether that be in the town or out in the bush environment. It looks at ways of, still being able to offer these things but in a better way to the environment.” (Information Consultant N)

“I feel that the environment up here is delicate... if you have some business then you have to work within the envelope that keeps that product sustainable. If it is fish, it could be anything that people do, you know, it has got to be sustainable and not to deteriorate the environment.” (Information Consultant P)

“It means, that it does not have an impact on the environment. So effectively it can carry on, it is not using up resources.” (Manager F)

“Sustainability is using products and getting rid of waste in a way that is sustainable.” (Manager H)

“I think it means not exhausting a resource or not wrecking something ever. To nurture, to respect it and to nurture something so it keeps on being what it is.” (Manager E)

“I would say, keeping the environment clean and safe, and. I don’t know. I think the first thing that comes to mind is trying to keep everything clean and safe for visitors.” (Information Consultant Q)

Part of the resource created for the interviews contained key words and phrases used in academic literature to define the term sustainability: ecologically, social and economically, the most familiar definition is from the Brundtland Report. Table 4, lists the identified key words or phrases from the literature, the source of these key words, and compares these to responses given by participants.

*Sustainability: a Comparison of Key Words and Phrases*

<b>Key Words</b>	<b>Participants</b>	<b>Literature Reference</b>
Environment and Environmental	Manager: F Information Consultant: L, N, S	Schianetz, Kavanagh & Lockington, 2007, p. 374 Soteriou & Coccossis, 2010, p. 191
Conservation	Manager: E Information Consultant: N, P	Roberts & Tribe, 2008, p. 584
Preservation	Information Consultant: P	Roberts & Tribe, 2008, p. 584
Ecology	Information Consultant: S	Timur & Getz, 2009, p. 221 Brown & Stone, 2007, p. 716 Soteriou & Coccossis, 2010, p. 191
Pollution	Information Consultant: Q	Mackoy, Clantone & DrOge, 1997, p. 38
Manage resources	Manager: E, F, H Information Consultant: M, P	Timur & Getz, 2009, p. 221
Natural resources	Manager: E	Schianetz, Kavanagh & Lockington, 2007, p. 374

Table 4: Sustainability: a Comparison of Key Words and Phrases

When compared to the key words identified in the academic literature, listed in the interview resource (Appendix 1), there were few commonalities. In the literature review I explored the varying definitions for sustainability (Table 1, p. 17) and came to a consensus that three aspects: economic viability, resource management and a sense of futurity, were the key elements of sustainability. This is in line with the definition stated in the Brundtland Report (United Nations, 1987).

However, the focus of the answers from the respondents remained focused on the environment: the conservation, preservation, pollution and the management of natural resources. Information Consultant L was the only person to include people in their definition.

On matters of social justice Manager H mentioned buying things from Trade Aid, and Information Consultant M mentioned supporting fair trade initiatives. This is in line with the findings of Byrch et al. (2007) in that there is often a lack of concern for social equity.

It should also be noted that the concept of sustainability is not necessarily universally understood. Fennell and Butler (2003) stated that ecology was a socially constructed concept, and therefore by extension so is the term sustainability.

When asked what sustainability means, Information Consultant O said, "I wouldn't have a clue", when pressed they responded that "yes I have heard it" but had no idea what it meant. When asked if there was any reason why they could not define the concept, Information Consultant O responded, "I am new".

Information Consultant K took a different angle when defining sustainability. They suggested that it was more to do with their culture and family, when asked to explain this Information Consultant K responded, "I wouldn't even know how to put it in terms of why I would say my people."

Whilst some had difficulty with explaining or defining sustainability as a concept, examples of sustainability or sustainable practices that occur in the i-SITEs were more forthcoming. After asking for a definition of what sustainability meant to them, participants were asked to identify any practices and actions within their i-SITE that they consider to be related to sustainability.

In the interview process the participants were also asked about their personal environmental sustainability actions at their home. The information collected from these two domains of the participant's lives were compared and contrasted to identify actions that were common to both domains. The discussion this technique created during the interview process also identified opinions about the importance of some policies and actions, as well as personal explanations of any perceived barriers to sustainable actions at the i-SITE.

The most commonly used action was recycling. This was often the first or only example used by the participants: all four managers and eight of the ten information consultants. Information Consultant K suggest that: "it [recycling] is quite a big thing that we have here" adding that "it is quite a, it's well labelled" so that the staff and tourists can use the recycling bins provided appropriately. Items that can be recycled included: plastic, paper, batteries, glass and metals. As Manager H put it "getting rid of the bottles and all of the junk we get from the tourists as well in the correct way."

Interestingly Information Consultant R said an increasingly occurring practice is that,

" Tourists will come in and give us their old brochures, because they have seen that at i-SITEs in other parts of the country, so you can hand in your old brochures if you don't need them."

Whilst Information Consultant R stated that, "probably our recycling would probably be the only thing that we do that is sustainable", many other examples of actions were used as examples of sustainable policy, procedures or practices.

The next most suggested action is to reduce printing, or “printing double-sided to reduce paper wastage” (Information Consultant L). Information Consultant R agrees with the concept, but cautions that “there is only so much we can do because we are printing itinerates, there us only so much recycling of paper that we can do. Information Consultant N suggests a further way of reducing the paper waste is that:

“Anything that is printed, if it is not given to the client, or has been faxed into the company, we use that as scrap paper, and we are basically, trying not to print all of our emails off or 25 copies of the same email, so do things like that.”

Waste reduction, more than just recycling, is another common theme amongst the participants. As Manager G said,

“Things like our rubbish collection, we’ve always separated our rubbish, as long as I can remember, because we are conscious of the fact that to dispose of stuff like that has to go somewhere... from our perspective it’s about reusing and recycling stuff that we have, so that we are trying the best we can”

The concept of recycling also is important in the personal lives of the participants. Information Consultant Q stated that, “yes, now that we have got the green bins”, they are more likely to sort their rubbish and recycle products. Even in areas that do not have a gate collection of recyclable items, many will use the in town centres and as Manager F said that they recycle “more often than not as the recycling centre here in [location name] is awesome, so easy to use.”

The universal idea of recycling is not with out criticism or scepticism. Information Consultant L said,

“We generally have, when people are around, just chuck it in the recycle bin, like glass, and we recycle the bigger bottles. Whether or not they are recycled or not, I don’t know. But we do try and recycle things.”

This gives the impression that Information Consultant L only recycles when being watched, and questions if the items in the recycle collection are actually recycled, implying that they are possibly placed in landfill. Information Consultant S concurs, noting that whilst they recycle, they believe, “not that I think it makes any difference as I think they chuck it on the same truck.”

Another way to reduce waste at home is in the disposal of durables, such as clothing, furniture or appliances. Information Consultant M stated that they,

“Go to recycle shops and I recycle my stuff back to the recycle shops... These pants I got yesterday because they are for work, they are a good label and only paid \$6, why pay sixteen?”

Consultant Q will recycle clothing if it is in good condition, as will Information Consultant S. Information Consultant L said, “ So with my clothes and stuff I will try to sell it on Trademe or put it in one of those clothing bins.” However, in many cases there was a mention of dump or inorganic rubbish collection for disposal of durables.

An interesting sustainability and waste reduction idea is the use of a wormfarm that Manager G describes:

“So we dispose of our food scraps in it. And then use that, liquid, worm- wee we call it, we use that to water our plants. And we’ve got out the front a couple of half wine barrels; one’s got flowers in it and the other’s got herbs in it. And we offer the herbs to anyone who wants them.”

Along the lines of sharing food in the community spirit Manager G goes on to say:

“We encourage operators and ourselves to bring in gluts of fruit and veges, and leave them on the counter so tourists come in. Like we’ve had figs, and lemon, and grapefruit, operators have brought in plums for their gardens and stuff like that. So they know we are a centre, we put our name out, if you’ve got any spare stuff and you want to get rid of it, don’t throw it away, give it to us and we’ll pass it on to tourists who might want a couple of lemons for their gin whilst they are here on a Saturday night, you know. So that’s what we do basically.”

So these two actions are another way that waste, particularly food waste, can be reduced, or used to become a useful product. When discussing future ideas with Manager H, the topic of a wormfarm came up; they are interested in the idea:

“We could probably even do it out here, but I tell you, in the summer we are so busy that there is no way that you can even think, we would forget it. But that would be fine too, for the worms, they would be happy munching away.”

Along with the discussion about the worm farm, the conservation and monitoring of water was another issue raised. Manager G states:

“So our water, for instance, comes from tanks, from rain. So we are very conscious about water in our everyday lives compared to city dwellers... So for instance if I wash dishes in the sink here, and threw the water out the back onto the street, they would probably knock on the door and ask why we aren't giving that to the plants, who are thirsty? As a waste of water basically, so we've got lots of checks and balances around [location] to keep people sustainable or make them think.”

This attitude is not restricted to areas with rainwater collection. Information Consultant N “grew up in Australia”, so is aware of the problems associated with water shortages. When asked about water conservation at home Information Consultants L, P and S, all regularly conserve water, for example Information Consultant L stated that, “I turn the tap off when I am brushing my teeth.”

Contrary to this view, when asked about home water conservation, Information Consultant Q said, “No. We have a bore, so we don't have that limitation on water.” Manager E did not actively conserve water at home because,

“We have abundant water at home. We have a never-ending supply from a stream that never changes. We are right next to a crystal spring. But in saying that we don't waste it. But we have abundant water, so it is not really an issue with us.”

In Manager E's case, the conservation aspect of their home water relates to the quality of the water, not the quantity consumed.

In terms of energy efficiency, electricity monitoring is mentioned by Information Consultant M, and Manager E talks about the use of energy efficient light bulbs. One action stated by Manager E is that they "do things like turn off the lights and turn off all the computers at night."

Information Consultant T brought up that, "little things, like using eco-friendly dishwashing liquid..." are another way that their i-SITE acts more environmentally friendly. Manager E, at another i-SITE, said that "we use eco-friendly cleaning products" at the i-SITE. This has been made more convenient as an action for Manager E as the Eco Store branded product "the one I used to buy when I went to the supermarket, and now it is available thought the place that we purchase our stationery."

Information Consultant N prefers to use environmentally labelled "detergents and all skin, hand-creams like that is all grey-water safe stuff", at home. When asked for the reason why they prefer these products Information Consultant L said that they "would prefer not to put things on my skin that are all chemically or crappy."

One issue raised by Information Consultant M is that:

"We sell bottled water, and there is, I know, there is a thing about bottled water, it's not necessarily sustainable, because they are saying that you should be refilling and not having plastic, but that's one thing."

## **Volunteering**

Volunteering takes many forms, and should be considered part of the sustainability strategy if employee are sanctioned and encouraged by the

organisation to be involved in volunteer work that benefits either the environment or the local community. As part of this research participants were directly asked if they did any volunteering, of the 14 participants five indicated that they did volunteer work.

Information Consultant M stated that:

“As part of our contract have a volunteer day that we are working on at the moment. We were hoping to go to [location name] Island but probably do something here... replanting. There is one they have recently just advertised in the [local] news a couple of weeks ago where they want to go and do the [location name] dunes again. And I thought that might be quite good as my daughter, she is at that age where she can come as well.”

Information Consultant was the only person to state that the i-SITE and corresponding council gave time for employees to participate in volunteer work. It is also interesting to note that Information Consultant M included that it is important that their daughter is involved.

Manager G stated that their i-SITE did try to “support local initiatives.” In particular the i-SITE often acted as a ticket agent,

“So, for instance we’ve got a couple of local productions and local theatre, kids type of events. One was called “It’s a Jungle Out There”, it’s all about the deforestation of the rain-forest, and that.... We supported that production because believe in that message.”

Volunteering outside of the i-SITE was also done by Manager G, who is involved with Citizens Advice Bureau and adult literacy. Information Consultant T stated that they “do work with Hospice... I am a dancer so when they do their events I do entertainment for them.” Consultant T is also part of the local theatre company. The only other person to do voluntary work was Manager F who was involved in the administration of the local squash club.

## Personal Transport

A telling area that gave plenty of information about the attitude of the participants was the issue of personal transport to and from work. Of the 14 participants, only four did not routinely drive to work; two regularly walked, whilst the other two used a mixture of walking, cycling and a car; the remaining 10 participants drove to work. Of the 12 who travelled by car only one, Information Consultant O carpooled, but this was not a considered action, as “me and my mum work here, so we came together.”

Consultant Q will often walk as it is, “about a five minute drive or a 25-30 minute walk.” Information Consultant N said that “I walk, I don’t drive, as by the time I find a car park I will be just as far away as if I had walked.”

Manager G stated that they,

“Walk or take my car. I cycle sometimes. We have rental bikes here for tourists so if I’ve walked here and I don’t want to walk, or it’s raining, or want to get home quickly, I’ll borrow a bike and bring it back tomorrow.”

There were a few reasons given as to why the participants drove to work, particularly by themselves. Samples of these are:

“I drive, but, I used to walk 7 km every day. Now I don’t have the time. I have an 8-month old so I have to drop him off.” (Information Consultant S)

“I used to carpool when the girl who worked here lived up my street, but we are [gives locations of other i-SITE staff in different areas of city].” (Information Consultant T)

“I live in [location 20-30 minutes drive from i-SITE], so I don’t have much choice.” (Manager H)

## **New Technology**

Tregida et al. (2013, p. 19) suggest that in many cases, business managers believe advances in technology will bring about sustainable change, their “focus is placed on improving current systems rather than creating new, perhaps more sustainable (or less unsustainable) systems.” Many of the participants used identified the reuse, recycling or reduction of printing using paper as one action that the i-SITE engages in. However, this is still focusing on information being disseminated through the paper medium.

One interesting point raised by Information Consultant N is the introduction of smart-phone technology.

“I’ve just been down to Christchurch and had everything, every ticket on my phone, and walked through, didn’t have to have any piece of paper or anything. I’d like to see more of that, especially in summertime when we are busy and we are printing off 100s of bits of paper, it would be nice not to have to do that. But I think that will be looked at down the track.”

Information Consultant N had seen a trend that “people are bringing brochures back or not taking as many brochures, don’t necessarily want all their vouchers printed.” Two ways that tourists could receive the same information could be the use of smart-phone technology, particularly as Information Consultant N’s example of boarding passes for airlines, and through the use of touch screens at the i-SITE. “Our new manager is really keen on it and is talking about big 17 inch touch screens” (Information Consultant N).

## **Sustainability vs Profit**

This issue was raised in a direct manner, asking what was more important sustainability or making a profit, as well as a question around carrying capacity.

There is recognition that there is a need to keep the economy going and that businesses are set up to make a profit, as Manager G stated, “If you don’t have a return on the investment for your shareholders, or your stakeholders, then why are you in business?” Information Consultant L believes that, “making a profit can come from sustainability; you need to get the basics right first before you can go ahead and try to make big money.”

This indicates an agreement of the research by Byrch et al. (2007, p. 36), where they identified a group who had “the notion that a healthy economy with sustainable development and growth precedes environmental and social improvement and well being.” In other words, strong economic performance, growth and profits, must be considered before sustainability issues.

The conflict arose for the interviewees as they tried to balance their personal views with the i-SITE as a business and their place of employment. This is typified by Information Consultant Q who said, “If I wasn’t in this job then probably preserving the environment. But, I don’t know. Because I am in this job.”

Information Consultant N states, “as for keeping the economy and keeping my job, it would be more tourists coming here.” Information Consultant P agrees saying, “It is my employment up here if tourism numbers go down.”

Manager G added to his earlier comment:

“However, the way the world and education of people is going, if you’re not going to be promoting sustainability, or promoting 100% pure, or promoting any of that, then you won’t be able to attract those visitors to spend that money in the first place. You know, so the two go hand in hand in my opinion.”

Information Consultant S took this question and gave their viewpoint based on the tourists perspective, indicating that the marketing must match the actual products:

“Well if you don’t promote sustainability, a lot of people wouldn’t give you money to come and experience your country, as they will feel like you are ripping them off. So as a business mind I would say you have to do both.”

Information Consultant R was in agreement with a balanced focus, adding,

“Me personally: probably looking after the environment. But because I work in the tourism industry, I’d have to say [increasing] tourists [numbers]. If you could find a way to do both, and educate them wisely.”

Information Consultant L suggests instead of increasing tourists numbers that the tourism industry should be aiming for a higher yield per tourist, as a way to improve the sustainability of the industry; both environmentally and economically.

Information Consultant T just asked, “ Can I have sustainable things that make a profit?”

### **Perceived Barriers**

The participants acknowledged that a number of barriers to sustainable actions existed, and whilst most of these were related to their personal lives, it is logical to consider that these barriers may also hinder sustainable actions at the i-SITE.

The biggest perceived barrier is a sense of apathy or that it is someone else’s responsibility. Information Consultant O was asked about a formal sustainability policy, their response was that, “I don’t take any notice... doing emails is not part of my job.”

Related to apathy is the sense of not being able to control the action. In Information Consultant L’s case they felt that they were unable to use reusable

shopping bags as “It is annoying where I shop, at [business name], where they have to put certain things in separate bags.”

Manager E said:

“The ink cartridges is a classic one that it would be nice to get them refilled and reused, which we are not allowed to do... we have to do certain things, we have to adhere to their government contracts, purchasing all our stationery items through a place called [business name], so no longer can we recycle our printer cartridges and things like that.”

One way that Crespin-Mazet and Dontenwill (2012) suggested to increase an organisations sustainability level is to influence on suppliers into becoming more sustainable. This quote from Manager E indicates that the local council had not considered their influence on the wider business community through pro-active purchasing of environmentally sustainable products.

There was also a concern about having to personally pay to do sustainable actions. Information Consultant R was interested in creating a wormfarm, that could also act as an education display for children, but stated, “You would have to be pretty passionate about it to put money out of your own pocket to start up a wormfarm.” The participants felt that they should not have to pay, as it was an organisation publicly funded by the local council.

The most often reason why energy efficient light bulbs or eco-products were not used at home by the participants was the cost of purchasing these at the supermarket. Typical responses included:

“I wouldn’t say I go to the supermarket and buy them. I don’t look out for them. I don’t go “I’m going to the supermarket to buy energy efficient light bulbs.” I go on price.” (Information Consultant R)

“I do buy a [detergent & cleaning product] brand that is not the eco brand, not the pricier one; we do buy one that says it is kind on septics. There’s the eco ones but they are quite pricey at the supermarket here... So I do put some thought to it. But I definitely don’t buy washing powder that is \$9 a box.” (Information Consultant M)

“Yes, usually, if it is like, if the price is not too much more then we will go for the environmental one.” (Information Consultant T)

Conversely, Information Consultant N routinely buys the fluorescent light bulbs as they felt they were a more economical purchase, “I haven’t changed my light bulbs in about six years. It’s wonderful.”

The other issue raised with energy efficient light bulbs related more to aesthetics than cost. Manager E did not use these types of bulbs as they detracted from their “fancy Italian fittings.” Information Consultant P said energy efficient light bulbs “have got this big fat thing on it and they won’t fit in place, I can only fit them in certain places.”

Some sustainable actions were discounted based on poor past experiences. Information Consultant M had tried a Bokashi bucket at home. Information Consultant L had unsuccessfully tried composting, “we have had a problem with rats and mice at our place, so we decided not to keep that stuff, it was not nice.”

It is also interesting that some environmental sustainability actions occurred at the participant’s home by default, without active consideration. Manager F stated that they had energy efficient light bulbs, “but only be by default. I didn’t put them in the house, I’ve just leased a place and they have put them in there.” When asked about using environmental cleaning products and detergents Consultant M said, “Well I suppose I do,” but only because they have a septic tank.

## **Identified Tourism Trends**

Information Consultant N stated, “We are getting more questions about sustainability and where people can do their carbon-footprint payback into the thing.” Manager G also identified that an:

“Increasing number of tourists, particularly from overseas, particularly from Europe... who are particularly asking for eco-friendly products or products that have been Qualmark assessed, or products that are giving something back in-terms of landscape or something like that.”

Whilst this trend is identified both of these participants acknowledged that it was only a small trend, but may become more important in the future. Interestingly four of the participants mentioned German tourist as a specific group with environmental sustainability interests.

The relevance of this identified trend is that ideas and actions relating to sustainability often come from customers, in this case tourists. These can be utilised to inform authentic strategies as they are based on views and perceptions of the consumer.

Later in this results section there is a discussion that directly focuses on this information flow from tourist.

## **Sustainability Policy, Practices and Procedures at the i-SITES**

The main focus of this research is to investigate the policies, practices and procedures at the i-SITES. The interviews focused on the sustainable strategies if the i-SITES, in particular policy making, implementation, and review processes. The results are separated into four groupings: within the i-SITE, the relationship with the local Council, external and third party interests, and the communication to and from tourists. This section focuses on the i-SITE as a separate entity.

Most participants indicated a formal process to implement bottom up feedback; either from front line staff or tourists. As Information Consultant T said, “Well first of all I’d talk to [manager’s name] about it, but because we are under council we have to go through them for any major changes.”

The management indicated that information was mainly gathered at staff meetings, as stated by Information Consultant S:

“Well, probably at our monthly meeting. They ask for feedback from us. We are all part-time, and none of us are here at the same time, so normally get to brainstorm together and that, so we usually have to wait. Once a month we get together and it will be on our agenda and we will all put our thoughts in.”

Whilst Manager G said, “sustainability’s one of the topics at our monthly staff meeting here,” this automatic inclusion is the exception rather than the rule. Manager E stated that sustainability feedback is “not every meeting, but every now and then at a staff meeting: what can we do as a team to be more environmentally aware.”

Information Consultant K identified the review process in their story about the recycle bin system that was trialled outside of the i-SITE. However, this proved to be unsuccessful as the recycle bin became full of general rubbish, and it was returned inside of the i-SITE. Information Consultant K suggested that minor or immediate actions could be undertaken by the front-line staff, “and if they can’t be changed immediately then we go through the right channels, the right processes, to go back through our team leaders, go back through our managers, to go back through council.”

Two of the i-SITEs had assigned sustainability issues to a particular team leader. As Manager G said,

“[Name] has been designated through her PDP to be the sustainability officer, so it is her job to get ideas, that get raised at those meetings, or get fed down from head office, to determine, one: whether they would

work here [location name], and if they would how we would implement them. And she listens and has become a good delegate.”

At one of the other i-SITEs the team leader responsible for sustainability information and strategy was disclosed by other participants. However, in their interview when they were asked if they had any specific ideas that should be implemented their response was “Me personally? Probably not, no. I’m not quite sure what to do, I guess. In the way of sustainable, I’m not quite sure what I should be doing.” (Information Consultant R) Considering it is part of their team leadership role, they should be aware of future focus of councils, and be up to date with sustainability trends and actions.

At three of the i-SITEs the managers felt, as Manager H said, “as the manager I think that you should take that on board to make sure that everyone is doing the right thing.” Manager E agreed, adding that it is their responsibility to “also to gauge new ideas/initiatives” and implement policy and actions if possible, particular of they do not have budgetary implications. Examples of this included the use of unwanted printed material being turned over and used as notepaper (Information Consultant T), “Something little like putting out a couple of extra collection bins, then we can just do that” (Information Consultant L) and for recycling that “one of our staff will take them home and takes them with theirs to the recycle place” (Information Consultant P).

From the i-SITE perspective the embeddedness of sustainability policies procedures and practices is key. Information Consultant M said that in the case of some actions,

“It’s been here for a while, I’ve been here for just over a year and it was here before I started. So it’s not something new, it’s something we have been doing, and the recycling, we have been doing that way before.”

Manager G agreed stating that at their location “sustainability is kind of part-and –parcel of what we do.” It is noted by Manager E that, “with the change-over we have of staff it is an on-going thing to have them all be conscious of that.” Manager E has recognised that whilst some actions are embedded well,

there is a need to ensure that new employees, as well as existing employees, are made aware of not just the actions but also sustainability policies and strategies.

### **Council and Sustainability: the Top-Down Approach**

The local councils of each area are ultimately responsible for setting the budgets and some policies of the i-SITEs. Three of the i-SITE managers indicated that there were specific people in council in charge of sustainability or environmental strategy. Manager E confessed after the interview that they did not know if the council had a specific person, or section that dealt with this area.

Most of the participants agreed that there was some form of formal policies that were created by council to address sustainability and/or environmental impacts. These were communicated in various ways. Information Consultant L said, that the council used the Intranet in two ways; firstly as a place to find policy documents and guidelines, and secondly as a place to identify and link to updates of these policies. Manager H stated that policy was communicated through the email system and that, “it is like a sort of formal thing that they do send us to make sure that we are doing the right thing.”

Manager G said,

“We have a sustainability officer there who keeps us informed on a weekly basis, of tips and ideas and local developments and all. And she will come and assist us in doing a sustainability audit, etc.

This indicates a more hands-on approach by council. The sustainability officer mentioned physically travels to the i-SITE to assess and implement policy, procedures and actions, this way there is consistency between the various i-SITEs in this council’s region.

The key for effective communication is that, the sustainability person or department at the local council “is fairly easily accessible, so we don’t have to go through a number of people to get to her, so it’s good” (Information Consultant M).

Information Consultant M, who is the team leader in charge of sustainability has created a physical folder of information, “it’s like a working document: going through, adding, updating.” Which in some ways may alleviate the technology barrier created by the use of the Intranet and emails for information and communication. However, Information Consultant N, who said, “There probably is a piece of paper somewhere in a folder that I haven’t read, because I have been super busy”, sums up an issue that having folders creates.

Mangers E and F both indicated that there were no i-SITE specific formal council policies that have been communicated to them directly, apart from general information.

The issue of recycling and the council’s response was raised at three of the i-SITEs, by both management and staff. Information Consultant P stated that, “We’ve got to put the bottles in the bottle thing, paper in the paper thing, cardboard in the other cardboard thing. That’s the only reason it gets done. Council doesn’t do it.” Information Consultant R added,

“Basically [location name] does not promote recycling. You can take your old newspapers to the recycling centre, but there is no council policy that you have to separate things as I know you have to in other towns... you can just chuck everything into one rubbish bag and it gets collected one day a week. People don’t really... people don’t care”

When asked about curb-side recycling collection, Information Consultant N was under the impression that their local council, “have done it several times but it is too expensive. So it just doesn’t work.” Manger E indicated that it was only due to the interest of one, past, councillor that curb-side collection of recyclables was done in their region.

Whilst Information Consultant P stated that their local council do not normally have curb-side recyclable collection,

“Over summer they [the Council] will put extra bins in so holiday makers can get rid of their plastic bottles and stuff around the place... It is well labelled, and well advertised.”

Two barriers were identified at the council level for the exploration and implementation for sustainable actions at the i-SITEs. Firstly the council processes and hierarchy. Information Consultant L said, “And then they would go through the appropriate process. There are a lot of processes in council.” With Information Consultant R adding that it was a, “Hierarchy issue. Why change something that is not broken?”

Information Consultant R gave an account of an idea to convert garden beds out the front of their i-SITE into a type of community garden:

“A couple of weeks ago we were all sitting around and talking about the gardens out the front, one of us came up with a good idea to put in a vege garden. So people could plant their own, or we could plant them and give them back to the community. Like there was all these crazy ideas coming out of the wood-work for about half an hour. When we started calling around to who we needed to get the plants removed and getting some new soil that when we hit a sort of road block. “Why are you trying to change the gardens?” “There is already good enough plants in there.” That sort of thing. So innovative ideas don’t really go that far in the council system as they have to be signed off by way too many people.”

Secondly, a lack of interest of council into the issue of sustainability, and the corresponding budgetary constraints placed on sustainable initiatives. As stated by Manager H, “We just don’t have the money to do anything. That’s the trouble.” Manger H added later that, “I got the sustainable manager over from council to go through everything that we are doing and there was nothing she thought we should be doing more.”

### **Third Party Interests and Accreditation**

There are a number of different third party inputs into the i-SITE. Some are for accreditation to specific standards: e.g. Qualmark, whilst others are more guidance and information: e.g. Tourism New Zealand through the i-SITE network.

“I think sustainably we are more conscious because of our directive from i-SITE New Zealand; we are encouraged to be more sustainably aware, and through Qualmark.” (Manager E)

Information Consultant O had,

“Yes, I have seen those stickers... I know Qualmark. I've heard of Qualmark... They set standards that you have to meet... Give you certain stars. Give you like an out of five rating. I suppose.”

Whilst quite vague, Information Consultant had heard of Qualmark and understood that it was an external organisation that rated the i-SITE.

Qualmark had two distinct sets of ratings. For i-SITES they are simply accredited, as opposed to a star rating, like for accommodation and other tourism activities. As Manager H said, “We get Qualmark on the appearance of the building and how it looks, so that is quite important for us to be Qualmarked and, but, sustainability is important to us as well.”

The other ratings Qualmark uses is the Enviro Awards, one of the i-SITES interviewed had achieved a Bronze Enviro Award; another had just been upgraded to a Silver Enviro Award. Asked why these awards matter, Manager G stated, “it is important to us, and it kind of reaffirms to us that what we are doing on a day-to-day basis is being recognised.” When asked what does the Enviro Award mean, Manager F said, “I have no idea.”

Information Consultant P said that they felt “it is difficult for i-SITES to get them because most i-SITES are in the confinement of some sort of organization, and

they are restricted by what they will do.” When asked about the possibility of achieving an Enviro Award Manager H said, “It will come... the guy I was just talking to when you came in, he is from Qualmark, we have just been Qualmarked so we went through it together and he said to just wait.”

Information Consultant S thought it was a good way to ensure continuity across the tourism industry as:

“We obviously work with Qualmark. I guess they work really hard to make sure that people are doing what they say they are doing. And that is authentic. I suppose people could say what they like and put their own mark on quality. So I guess it has to be an internationally recognised thing. I know it is important that we do what we say we are doing, like being authentic about our sustainability.”

The i-SITEs also are linked through Tourism New Zealand’s i-SITE Network. This can become a source of information sharing, particularly at the national conferences; one was held in Blenheim a few weeks before the interviews were conducted. Manager H stated that,

“I know that the Napier i-SITE have got their gold or silver Enviro, with Qualmark and things, and we just think “Oh it would be fabulous” to be able to do that. So that is something we would aspire to do. I’m pretty sure that we will get there.”

And Manager G stated that, from the perspective of having an Enviro Award,

“It also means for us that other i-SITE staff are saying “how did you get silver?” and “What did you do?” and we are able to educate them and give tips on how they can do stuff like monitoring their water consumption, their power consumption and all that.”

Manager G also mentioned, “is that we have just entered the Sustainable Network awards. So [name] and I are hoping to attend the dinner for that soon.” “The NZI National Sustainable Business Network Awards are the pre-eminent sustainability awards in New Zealand” (Sustainable Business Network, n.d.) the presentation of these awards was held on the 22<sup>nd</sup>

November 2012, in Auckland. The i-SITE did not win their category, but were listed amongst the finalists (Sustainable Business Network, n.d.).

Information Consultant R stated that their i-SITE was a member of the sustainable charter. When asked what it was, and what it meant to the i-SITE, Information Consultant R said,

“So the sustainable charter is a group of businesses. I don’t know what you need to know or what the criteria there is... It’s local operators, yes... I know that if you are part of the sustainable tourism charter then you get, sort of, added extras, advertising and that sort of thing. But I don’t know what the criteria is to be part of and what they actually do as a sustainable charter. So do they have to, say, like Qualmark operators do they at least have to have a Bronze or, I don’t know what the criteria is for it.”

## **Tourist Communication**

The tourists are the customers and consumers of the tourism industry. The tourism industry largely consists of service organisations and businesses, and by extension, means that the tourists shape their own experiences as well as the industry by their interaction. The tourist actions and perceptions are based on the interviews with the managers and frontline staff, not the tourists themselves. This research has identified two groups of information, from the i-SITE to the tourists and from the tourists to the i-SITE.

When asked how the Qualmark Enviro Award is typically communicated to tourist at the i-SITE, Information Consultant M said,

“I can’t recall ever having a sticker on the wall. I could be wrong. But, it is up there in a couple of places, but as far as, we also put it, we just put in on our email, as our email is different from other i-SITE offices, so we have it on our signature now. But as far as promoting it, we are not actually say, “oh hey, we’ve just made”, yeah.”

This i-SITE had a small poster displaying the Enviro Award behind the counter, as well as a window sticker on the entrance door. As for the email signature, the correspondence I had with the manager there was no mention of the Enviro Award.

Information Consultant N, at another i-SITE tells a different story: “I don’t think they [the tourists] know anything we don’t have our new Qualmark signage up. Our old Qualmark signage was taken down.” When told that there was still one on the entrance door, Information Consultant N responded, “There is one on the door? ... I haven’t seen that one, but I don’t go in and out of that door.” When asked if they knew when or if new stickers, or replacement stickers were due, the response from Information Consultant N was, “I have no idea, I think there is.”

When interacting directly with tourists Information Consultant K said that they tell tourists, “to be aware of things, of things that I can, that I tell my visitors as well. Places to go, places to, people to see as well.” Manager G, when asked about carrying capacity, thought that it was possible to increase tourist numbers as well as ensuring the environmental sustainability of the area,

“As long as you educate the tourists, you can have as many tourists as you like, but as long as they’re tourists that understand how to look after the environment and care for it and share it sensibly, then, why not.”

Information Consultant L used the example of freedom camping as an activity that has specific environmental information due to differing local by-laws. Freedom camping is where a tourists use vehicles, usually cars or vans, to stop and camp wherever they choose; hence the term freedom camping. The issue is that many of these vehicles are not self-contained; they do not have toilet facilities on board, and the tourists are accused of “defecating in overnight parking spots” (Fraser, n.d.).

Information Consultant L believe that the i-SITE, as an information centre has a duty to the tourists and to the environment by, “Instructing tourists that if they

are going to be freedom camping they need to be self-contained, they can't pollute the area with their waste and things like that."

Information Consultant T takes a different approach, and indirectly steer the tourists towards sustainability, stating, "First of all we do try to book tours that do have a certain, you know, go to, environmental things like that."

Some of the participants felt that it was not their duty or that there was no need to communicate environmental sustainability information or promote sustainable tourists products. An example of this is from Information Consultant M, who said, "Generally they'll go to the organic vineyards, so you are automatically doing that without really knowing it."

Manager E added more of an explanation as to why they don't promote sustainability or environmental friendly products:

"We are not big on talking about environment and sustainability, I think people, I think the visitors we deal with are all impressed in how clean and green New Zealand is. The feedback we get from them is that: "All good". New Zealand is exceptional there, but we are not necessarily promoting that, that image."

Manager E gave the impression that the scenery, the activities, and the New Zealand in general is enough to convince that tourists of the authenticity of the country's clean and green image.

Gathering information from the tourists relating to sustainability, environmental issues, including suggestions and ideas is conducted in a number of different ways. The simplest of these is, as Information Consultant T stated, "Most of it is verbal. Sometimes, I've only been here for a year so we don't have a suggestion box that I know of, usually it is just verbal." When asked what happens to this information from the tourists, Information Consultant L said,

"It is just sort of word of mouth. If we think it is important we will record it in our system, we will record it in our message book, we will let

[manager's name] know and send an email down to the other centre as well.”

Information Consultant T added that if possible they would have the tourist talk to the i-SITE manager directly, or collect the tourist's contact details if this is not possible.

It is common for the i-SITEs to use feedback forms, in various ways, including tourist surveys. Information Consultant Q said, “We do have a feedback form as well, available for customers on the front desk.” But they did note that the feedback form is, “just on the service or on the presentation of our centre.”

Manager H uses feedback forms more productively,

“There is another form they can fill in, and it is called “ask us”, or something like that to fill it in, it's over on the counter over there... They can fill it in if they have got a good idea about something and we just send that back to council.”

The i-SITE that Information Consultant R was at, had routinely surveyed tourist,

“We do have an annual survey that we do, that we have decided to do every quarter, rather than annually. And we could probably put a question in there, like “how can we be more proactive in way of sustainability?”, but there isn't anything in place at the moment.”

Even without specific questions about sustainability Information Consultant N indicated that the responses from tourists could include this issue as part of the general feedback: “we have, I have seen, once they came back with you need more recycling and sort of things.”

## 100% Pure New Zealand Campaign

The 100% Pure New Zealand tourism campaign was chosen as the anchor case of this study into authentic sustainability strategy. 100% Pure was chosen as it uses the natural and cultural environments of New Zealand to differentiate the destination, as a way to create competitive advantage. This research asks how is this campaign translated into strategy, and in what ways can 100% Pure be used to create a strategic vision for sustainability. Therefore, it is important to explore the participant's knowledge and understanding of the imagery and concepts, including 'clean and green', associated with the 100% Pure brand.

Each of the participants were asked if they were aware of the 100% Pure New Zealand campaign, administered by Tourism New Zealand. They were then asked how well they think it was a match to their area/region as well as to New Zealand in general. Information Consultant M has a typical response that, "I think it does a lot, as we are seen as a clean green country to come to." Manager E said, " I think it represents New Zealand absolutely brilliantly, and that is why it has been one of the most successful marketing campaigns in the world"

Whilst discussing the extensions to the brand, e.g. 100% Pure Culture, Information Consultant R suggested that the campaign was,

"To [location name] it would be like 100% hosting, like you know as a host... With the culture and, there's a real. Like say if you go up to any of the local Maori villages you'll be hosted. So it is sort of a 100% Pure welcoming feeling, I guess."

The link between the 100% Pure campaign and conservation and sustainability was made by Manager H, who suggested that the campaign was a good match for their region,

"Because we are looking at having a marine park out here. Which will be amazing. And, so they are bringing the Project Birdsong, and

bringing all the birds back to the islands, and getting rid of all the rats and possums and stuff.”

Manager H questions the validity of the campaign, as it has run for a long time, since 1999, “Well as I said before I just don’t know how real it is any more, or even was back then, but I think it is a really good marketing tool.”

The imagery in the campaign is a mixture of nature, culture and activities. The participants gave examples of the imagery used:

“Yes. I think if you said to somebody in, certainly in our biggest tourist markets, like the U.K. and the states, Canada, Australia, what do you think 100% Pure New Zealand means, they’d know. And it would conjure up, the thing about it is conjures up a picture of green, open space, sheep running, that kind of, that kind of thing.” (Manager G)

“I think people perceive the big mountains as being fresh, and clean, and walking tracks.” (Information Consultant M)

“I think it is more our natural, [location name] in particular, you know, has a huge resource and of natural, with the lakes and the forests, that [Location name] is built on the forest, geothermal and a kind of a key part of our history... the soft tourism; so, the native bush, the walks and that sort of stuff, and the streams and natural geothermal areas.” (Manager F)

“In the fact that a lot of our tourism is, it is authentic, it is really natural. Like, one of the attractions that we get people coming in for here is the beaches and things like that... also the kauri trees... People just come and they want to know about our coastline, and.” (Information Consultant T)

Yet with the amount publicity the 100% Pure campaign gets, and the fact that the participants were working at an i-SITE in New Zealand, it is interesting to note that Information Consultant K asked, “Are you talking about the meat?” in reference to a recent Wendy’s Hamburger chain’s 100% pure beef advertising.

Information Consultant O when asked responded, “100% Pure New Zealand. Nothing really springs to mind... Well, 100% Pure, doesn’t really sound like a tourism campaign.” When asked why not, they replied, “there is nothing really

touristy about it, I suppose. 100% Pure New Zealand, you know, could have water on the end. It could be talking about frigging water.”

These two viewpoints demonstrated a lack of knowledge or curiosity of Tourism New Zealand’s campaign, but were two individual cases, not at all representative of the other participants. Manager G’s opinion of the campaign was that,

“I think it is a good campaign because it is something we can anchor ourselves to, you know, to me it’s like an anchor. The 100% Pure creates... I think they have done a good job internationally to make people aware that coming to New Zealand, I think people in ... Turkey, for instance, would actually be able to read that strap line and understand what it actually meant.”

Information Consultant N challenged the sincerity and authenticity of the campaign with, “Well if you are going to do the 100% Pure campaign, then you should be making sure that the country is 100% Pure, it is false advertising, otherwise.” When asked how authentic the 100% Pure campaign was Information Consultant P suggested, “65%.” When asked why Information Consultant P gave a comprehensive answer with many examples from their region:

“You can’t have container ships that are spilling oil. And, I mean it is not their fault, but the earthquakes that allows sewage to go into the rivers and streams. You can’t have boats that pass, oil tankers that pass up and down here that seep oil as they go. I mean, you can’t have passenger ships that are coming in here; they discharge water, which they are legally allowed to do... I mean you can’t stop cows pooing in the river and water getting, mud getting washed down when we get rain.”

Information Consultant S did not believe that Tourism New Zealand was able to deliver a 100% Pure experiences to the tourists, “because they have no control over, generally, someone’s experience being 100% pure and natural and like that.” The perceptions of the tourists are therefore based on their actual personal experience rather than the marketed imagery.

In contrast Information Consultant L thought,

“I think it is a good thing to aspire to. But I think there is still a lot of stuff that isn’t clean and green enough. But, when you compare us to other counties I think we are still quite good, if you compare it even to Australia or America, especially. But, yeah no, we still have issues with rubbish and pollution and things like that, and it isn’t 100% Pure.”

As part of the interview, the participants were asked about the extension of the 100% Pure campaign to include 100% Pure Middle Earth, to link to the Hobbit movies, as was done with the Lord of the Rings trilogy. There were some who had not heard of the campaign, to which I explained that it was based mainly overseas, in Europe and the UK in particular.

Some supported the idea of the 100% Pure Middle Earth campaign. Manager G was typical of these, stating,

“And you know, people will come with an expectation of 100% Pure and will wonder around the [Hobbiton] site, and it looks like a little village, you know. It’s well looked after. Its got flowers growing and trees growing, with fruit, and all that sort of stuff, and they’ll think “oh, I wonder if the rest of New Zealand is like this, ‘cause this is wonderful”, you know. So I think it’s a great campaign.”

When asked if the respondents thought it was an authentic use of the 100% Pure brand, Information Consultant M responded,

“Yeah, it probably would be. I would class as that because it is around the clean green, and seeing Hobbiton recently and the way they have created that environment, I would say it is authentic to it.”

Where as Manager H said,

“I think 100% Pure Middle Earth, what does it actually mean, you know. The 100% Pure is the environment and all the rest, but the Middle Earth is more the movies and all that stuff. I mean it is ok, but it is funny, a bit funny.”

With Information Consultant L adding,

“No, because hobbits are not real. I wish they were, but they are not. But, I think it is great as there is nowhere else in the world that have that, because that is where it is filmed and it is almost a part of New Zealand now. In a way it is, but it is not as authentic as the Maori culture.”

One issue raised by two of the participants was the issue of crime. Information Consultant R said, “Like, maybe they are sending the wrong messages to visitors. 100% Pure, we don’t have any crime; you can leave your car open.”

Information Consultant N had a longer answer, they thought that 100% Pure New Zealand meant,

“That it’s clean and green and that it is safe. We have people arriving here, leave their bags and wander off. And we are like “that’s not a smart move guys” we are not, they don’t think that cars are going to get broken into and are shocked when things like their cars are broken into, or wallets get stolen, they are quite shocked... Most everyday citizens here don’t realise how much money tourism brings in. They, and we’ve had a lot of problems with the little ‘hoodie’ boys abusing, and stuff, the tourists and not realising that, well, you are kind of shooting yourself in the foot, if these people don’t come here then there is not really isn’t much going on in [Location Name], non-tourism wise. I think, I suppose it does fit, yeah, but I’m a bit, we are not that 100% pure.”

## **Authentic**

The focus of this research was to investigate not just sustainability strategies, but to investigate how authentically these strategies implemented and embedded at the i-SITEs. One aspect of this focus is to find if a common understanding of what the term authentic means. This was done by directly asking what the participants thought the word authentic means, as well as asking for examples of authentic products. This type of questioning caused some confusion, as some participants found it difficult to articulate a definition

for authentic, so the questioning was altered to use sets of product and brand name pairs to discuss which the participant thought was more authentic.

The following is some of the key words and ideas that the respondents used to define the concepts of authentic and authenticity.

“To me is something that is, says authentic, it is real, pure, you know, it’s I don’t even know how to describe it. It is authentic, it is not all dressed up and fake.” (Information Consultant T)

“Authentic I guess, is a real as possible.” (Information Consultant R)

“Real. Genuine. Un-adulterated.” (Manager E)

“Original. Genuine. Achievable.” (Information Consultant M)

“Something that is a bit raw, rough around the edges.” Information Consultant O)

“It’s.... Authentic is, to me it is being consistent”. (Information Consultant N)

“Authentic would probably be the one that’s older, or been round longer, maybe.” (Information Consultant R)

“It’s got that old feeling about it. I don’t know. I just seems like it hasn’t changed, it’s still the same, since I was a kid.” (Information Consultant K)

An issue identified in the literature review when defining authentic is the use of the term original. The loading of the word original to mean the item, product or activity that others have copied is not what the following participants meant when they said that to them the word authentic meant:

“Original... Not copied. Authentic? Real. Not imitated, not an imitation, the real thing.” (Information Consultant P)

“Original, unique.” Information Consultant Q

“How would I describe authentic? Something would be authentic if it was ... possibly original, the word original would spring to mind. Realistic in terms of... A fit for purpose.” (Manager G)

Instead they were implying that something authentic is an original; is just not a copy, not the original; the first.

To fully understand the participants understanding of the term original, they were asked about products or brands that they would consider authentic. Information Consultant M suggested that the iPhone is an example of an authentic product because, “I know, other than the new 5S (sic.), they never change them, but they are standard, they have a standard... You can buy any of their products and they work the same way.”

Manager H said that they, “buy things from Trade Aid”, when asked why they thought that Trade Aid products were authentic, their response was, “To me those are authentic because they are made by people who are in places, villages or what ever, and it is a real sort of a thing. It is not commercially done.”

Information Consultant T gave a long description of a tourism product that they considered a very good example of authentic,

“So one of them I’ve done a famil [familiarisation visit] with recently, so I’ve seen them, is [Business name]. They are actually on their own little farm. It’s a Maori family, so they do hangis, have beehives, they grow all their own food, they, you know, they make the honey; they make the jam, everything like. They are so eco-friendly... they grow everything, they make all the cabins out there, they do everything. They use the bark from the trees and the leaves for medicine... it was authentic, it was real, but with a modern feel.”

One issue raised in the literate review is the concept of staged authenticity. This is where the tourist activity is considered authentic even if it is specifically designed for the tourist market. In New Zealand a common example of this is the is described by Information Consultant N:

“We get asked that a lot when it comes to the cultural side of things, and it’s, a lot more people want this authentic cultural experience or authentic New Zealand experience. And it is like, well, what does it mean? To me they put the hangi and concerts on for the tourists, so they are as authentic as they get, they are not going to put the concerts on for the locals, who are “I’ll have the hangi” but... “

This use of the “hangi and concert’ by tourist businesses is staged in a way to fit two criteria. Firstly, it must appeal to the tourist market, including time, availability and convenience. Secondly it must have some history, as Manager F said, “a true representation of that. So the display would be an authentic display oh how it actually happened rather than a made-up story.” Manager H agrees with the idea of staged authenticity, suggesting that the tourism product,

“So it would be an authentic Maori waka trip, or something. That would be people doing it, and telling the correct stories, in the right clothes, having the right equipment, so it was true to the history and to what they are doing.”

Information Consultant L suggests that for greater authenticity

“An authentic Maori experience would be someone who is from the area who is Iwi, or what ever, is from that area, and are taking the tourists through an experience that is unique to their people.”

Also described to be an authentic tourism product is local artists work being sold at the i-SITE.

“We can sell Maori products that are authentic, you know, made in the traditional ways by local people, and they have a story behind them. That’s the one that stands out as being authentic, and probably where we apply the word more so.” (Manager E)

This is not just restricted to Maori artists, Information Consultant P mentioned that once the upgrade of the i-SITE was completed that they were planning on inviting local artists create items that the i-SITE could sell, with the stipulation that the items were, “real, that they have spent hours and hours making... it is all going to be hand done, there is no machine stuff coming in.” There was an

emphasis, of local wood carving in particular, of using local artists work rather than the i-SITE importing products cheaply to sell.

## **Discussion**

The thematic analysis of the results identified a number of themes and concepts. These themes were then compared and contrasted with the academic literature to identify areas of this research that warranted further discussion.

The research question was:

In what ways do New Zealand tourism organisations translate the 100% Pure 'clean-green' marketing campaign into an authentic sustainable management strategy. What are the sustainability practices, policies and perceptions of these organisations?

To answer this research question four concepts are to be discussed: constraints and barriers to sustainability strategy, how TNZ translate the 100% Pure into strategic vision, a brief discussion on understanding the meaning of the term authentic, and finally, a discussion on implementing and maintaining authentic sustainability strategies.

### **Constraints and Barriers to Sustainability Strategy**

In setting the research question two supplementary questions were: what are the drives and constraints of the strategic sustainability policies and procedures, and what visible evidence indicates authentic sustainability strategies?

To answer these questions this discussion of the constraints and barriers to sustainability strategy formation and implementation is divided into two parts. Firstly the council focus on budgets will be discussed alongside the physical building as these two are closely linked; often the budgetary constraints restrict

what the i-SITE can do with the physical building in terms of fittings and fixtures.

The second part of this section is a discussion on the discourse that exists separating the participant's home life and work life. Many of the participants actively pursued sustainability and environmentally conscious behaviour at home, but this behaviour was not continued into their work place. This part also provides potential reasons as to why this discourse occurs.

### **Constraints and Barriers: the Council and the i-SITE Building**

The tourism industry is a collection of businesses and organisations, many of these are SMEs, which provide a service to their customers: the tourists. There is still a focus on economic viability, but unlike manufacturing the businesses cannot alter processes and resource use to decrease costs or increase profits, which Crossman (2011) considers a rational approach, asking: how can being environmentally sustainable save money, or even make money?

The i-SITEs are limited in their ability to make changes that will reduce their overheads and related costs. Therefore a focus must be more on the ways that sustainability can be introduced as part of a strategy that is more than just a focus on budgets and savings.

The local councils create overall strategy and set the budgets for the i-SITEs. Many of the interviewees mentioned the main focus of the councils as budget setting and cost cutting. The concept of Kaizan is being introduced into one i-SITE as a way to reduce costs by the council becoming a lean organisation (Peters, 1993). Collins et al. (2007) state that for most business managers see environmental regulation as an additional cost, as Manager M said, "we just don't have the money to do anything. That's the trouble." When asked if their i-SITE had thought of attaining an Enviro Award, Information Consultant P said

no, “because most i-SITEs are in the confinement of some sort of organisation, they are restricted in what they can do.”

Soteriou and Coccossis (2010) rated the integration of sustainability into the strategic planning process of NTOs as only average. Vellecco and Mancino (2010) noted that few organisations have earmarked investment funds for environmental issues, however, Mihalic (2000) suggested that managers are more willing to incorporate environmental measures if they either lower costs or produce higher profits.

McDonagh (2011) suggests that energy efficiency can often be over looked if the focus is on the dollar amount saved, not the usage. Crossman (2011) agrees with McDonagh adding that the organisation must show consideration for the common good or social good, rather than just the dollar value of the benefits, or increased profits. Often what is often overlooked is the revenue side of the budgets.

When asked what is the purpose of the i-SITE, many participants indicated that giving tourists information was the most important part of their job. Information Consultant N stated, “The i-SITE is here to provide information and provide a booking service to travellers and local people.” What they have recognised is that their job also entails providing bookings for tourists, which provides a revenue source for the council, who make commission on these bookings.

The way that tourism businesses advertise at the i-SITEs has traditionally been through brochures. Information Consultant R identified a trend that tourists now want to return and recycle any paper-based brochures. Other i-SITEs provided collection bins specifically for this, and sort and reuse brochures in good condition.

Most of the i-SITEs also had flat-screen televisions that ran advertising for tourism operators; one i-SITE also had lit poster-sized advertisements. These require electricity to run, and none of the participants who were asked knew if

these flat-screen televisions were plasma or the more energy efficient LCD or LED types.

A trend that Information Consultant N identified is the use of smart-phone technology and touch-screens by airlines and other tourism operators for booking and ticketing services. The use of computers seemed to be restricted to either behind the desk, or in the attached café. There is scope for introducing more web-based technology by adding terminals, not necessarily just touch-screen, to the i-SITEs for the purposes of guiding tourists to make bookings at the i-SITE, or through the i-SITE's webpage. As Prasad and Elmes (2005) suggested that appropriate technologies could be used to solve environmental issues.

There is also a recognition, from participants, that as a council representative, the focus on the i-SITE is, as Manager H commented, "really our job is to get people to stay longer and spend more, and have a great time." The i-SITE is also a marketing tool for local councils to promote their area, to ensure more revenue for the local businesses, which pay rates and are also the voting public.

Some of the i-SITEs have increased their revenue streams by introducing a café or souvenirs sales as part of their operation. A negative of having souvenirs for sale is that the displays of these can cause the i-SITE to feel cluttered, reducing their appeal, plus there tends to be a desire to over light the displays, like a retail operation, but with out focused lighting. One positive aspect of having goods for sale is the ability to include local artists and crafts-people's work, improving the social aspect of an i-SITE's sustainability strategy.

The physical building can act as a barrier to implementing sustainability. There was a lack of green design features as the i-SITEs visited were in existing buildings over twenty years old. To retrofit a building with green features can be cost prohibitive, for example, the introduction of alternative energy sources: photovoltaic cells, solar water heating, or wind generation.

McDonagh (2011) suggested that many businesses are slow to incorporate sustainable ideas into existing buildings due to the focus on cost/benefit analysis. However, for some eco, or green, features lower cost options are possible. The use of awnings or eaves to reduce summer sunlight, reducing heat and therefore cooling costs, can be very expensive to add to a building. Alternatives to the costly building modifications are often overlooked: the use of blinds or shutters can perform just as well.

Another issue is the lighting fixtures and fittings. Many of the i-SITEs used energy efficient bulbs fitted in existing light fixtures, but all lacked task lighting and zoning of lights: the ability to turn off sections of lights. To change this will require both an environmentally sustainable and energy efficient light system to be designed, including much needed task lighting. One advantage identified by Information Consultant N is the longevity of the energy efficient, fluorescent light bulbs compare to the incandescent ones, as they said, "I haven't had to change my light bulbs in about six years, its' wonderful."

Day and Arnold (1998) suggest that energy efficiency is one of the three ways that a business can reduce their costs, however, the reduction of energy cost may not be that significant in most instances, as energy costs are a small part of the overheads of running the i-SITE. The main barrier to altering the building is the initial cost of installing green features.

Two of the i-SITE managers indicated that their i-SITEs were about to be renovated. This is a good time for the council to consider installing more sustainable features of the i-SITEs, but there was no indication that this was going to happen. There seems to be a lack of connection between refurbishment and possible integration of green design elements.

One issue identified by Day and Arnold (1998) is that the size of the organisation may act as a barrier to sustainable strategy. Manager H picked up on this idea, giving the example of another i-SITE close by that was bigger, had a larger staff, and so was able to be more sustainable. Collins et al. (2007)

suggest that this barrier is created due to a lack of resources or expertise, or a willingness to devote management time to the issues.

It is interesting to note that one of the i-SITEs with an Enviro Award is in a leased building, where the council has limited scope for alterations. From a tourist's perspective, walking into this i-SITE, there does not appear to be many features that stand out as being environmentally sustainable, apart from the Qualmark accreditation stickers of the Enviro Award. What are more important are the sustainable policies and practices carried out at this i-SITE.

The i-SITE building is often thought of as a barrier, as Manager H stated that inspectors from both council and Qualmark indicated that there was a limit on what was possible. Achieving an Enviro Award, in a leased building, with minimal ability to alter the physical space indicates that council and management can mitigate this barrier with policies and actions that still satisfy Qualmark's criteria to cover the "five key action areas: energy efficiency, water conservation, waste management, conservation initiatives and community activities" (Qualmark, 2012).

The way this was achieved involved the monitoring of water, energy use, waste management, and implementing sustainability strategies that used a number of small, often simple, actions. The council empowered the i-SITE management and staff to explore options and take action, where possible.

One key action used was to communicate sustainability actions where possible, for example: labelling recycle bins, adding, "Please turn off" stickers to lights and power sockets. In this way the sustainability policies and practices were continually reinforced to employees, as well as clearly communicated to tourists.

Whilst small changes can be done at each i-SITE that enhance the overall sustainability strategies for little or no costs, there seems to still be some personal resistance to implementing policy or actions. This issue is discussed in more detail further on.

## **Participant's Discourse of Home Sustainability Vs Work Sustainability**

One surprising result that was identified from the interviews was the discourse between the actions of the participants at home and their actions at work. This indicated that not all barriers to sustainability strategies emanate from a lack of suitable policy, the building, or budgets. To understand this discourse it is useful to discuss the personal understanding of the term sustainability, and then to consider their personal sustainable and environmental actions at home.

Mihalic (2000) stated that as part of environmental management the destination must effectively communicate sustainability strategies to the tourists. The issue raised by McCool et al. (2001) is that there is a lack of a cohesive definition for sustainability amongst tourism operators.

In the literature review, Table 1: Definitions of Sustainability and Related Terms (p. 17), gave a range of definitions for sustainable and sustainability. There is a recognition that a business needs to still make a profit to be viable, and identifies that the management of resources is required to: conserve, enhance and preserve natural resource for continual & future use. It is also recognised that this is not just in business terms business but environmental and social aspects need to be considered.

The participants mostly had a common understanding on the concept of sustainability, but tended to focus on the environmental component. A sample of these included: "making consideration to the planet." (Information Consultant M), "Not have an impact on the environment. So effectively it can carry on, it is not using up resources." (Manager F), "To nurture, to respect it and to nurture something so it keeps on being what it is" (Manager E).

Only Information Consultant Q linked sustainability to the tourism industry, with, "I would say, keeping the environment clean and safe, and. I don't know. I think the first thing that comes to mind is trying to keep everything clean and safe for visitors." (Information Consultant Q)

Kashmanian et al. (2011) suggested that businesses tended to use either the Brundtland Report definition, or the three-legged stool approach: the economic, environmental or social impacts of the organisation. What were often neglected in the participant's definition of sustainability are the social impacts. Of the fourteen participants interviewed; Manager H mentioned buying things from Trade Aid, and Information Consultant M mentioned supporting fair trade initiatives.

When asked for examples of sustainable practices that occurred at the i-SITE the most commonly described action was recycling. Information Consultant K stated, "it is quite a big thing that we have here." Brown and Stone (2007) suggest that recycling is a way to divert waste away from landfill, and was not a way to reduce waste volumes. Apart from paper waste, the i-SITEs did not produce the waste; rather they collected the bulk of it from tourists, and were recycling as an appropriate method of environmental sustainability.

The reasons why recycling may be considered first is that this is an action that many participants either mostly or always recycled at home; nine and two respectively of the fourteen participants. Most of the participants were very enthusiastic to tell of sustainability and environmental actions at home.

Manager G indicated that because they live in a property with rainwater collection, "we are very conscious about water in our everyday lives compared to city dwellers". Information Consultant N "grew up in Australia", and is water conscious by habit.

Not all home actions are considered to be sustainability focused. Collins et al. (2009, p. 52) state that businesses "often undertake a number of TBL activities, without overly identifying these actions as sustainable practices." This is true of an individual as well as a business. For example Information Consultant M agreed with other participants that the costs of environmental products are a barrier. Later in the interview Information Consultant M said that

they used septic tank safe cleaning products, but did not make the connection that these products were environmentally sustainable products.

For some of the participants purchased environmentally friendly or organic face creams and personal products not just because of their environmental attributes, but also related to their quality and performance. In the academic literature, Reijonen (2011) gave a potential reason for this, concluding that a person buying organic milk may be influenced by other factors, for example taste and quality, not just by the fact that the product is organic.

Table 5 gives a snapshot of responses to the quick questions about participant’s home sustainable actions:

*Participant Responses to Home Action Quick Questions*

Action	Participant's Responses				
	Always	Mostly	Often	Sometimes	Never
Conserve Energy	10	0	3	1	0
Use Energy Efficient Light-Bulbs	4	3	0	3	4
Conserve Water	6	0	0	2	6
Recycle	9	2	1	1	1
Compost	6	0	0	2	6
Use Reusable Containers: as opposed to Gladwrap or Tinfoil	7	3	2	0	2
Avoid Excessive Packaging or Use Reusable Bags	5	4	2	1	1
Disposing of Durables	6	4	0	1	3

Table 5: Participant Responses to Home Action Quick Questions

As said before the most commonly performed action was recycling, this was even evident in areas that did not have curb-side or gate collection of recyclables by councils. The councils that did not collect the recyclables provided a recycling centre, Manager F describes that the one in their area as being “awesome, so easy to use.”

Even with an indication of scepticism about the final end point of the recycled materials, as to “whether or not they are recycled or not,” Information Consultant L said that they “do try and recycle things.” Freestone and McGoldrick (2008, p. 447) suggest that an individual may wish to “feel good,

by doing good”, and may in fact act in a way to appease social expectations by being seen as being green.

The majority of interviewees indicated that the appearance of the i-SITE was more important than energy efficiency. Yet the conserving of energy by switching off lights when not in use is one action that is common at home, but fails to be translated to the work place. It should be noted that at the i-SITES there was limited scope for trying the light switches to see if lighting zones were installed. Instead it was an observation of the lack of individual light switches in each area, coupled with a lack of task lighting, indicated that an all on or all off system was used.

Schianetz & Kavanagh (2008) suggest creating educational opportunities and community learning projects to improve the sustainability of an area, with Mihalic (2000) suggesting that environmental education and information should be part of this. Of the four i-SITES visited only one was directly involved with community organisations and actions and part of their sustainability strategy. This was the involvement in local school productions that specifically promoted environmental awareness.

Crossman (2011) suggests that donations to education and awareness of issues should be considered as well as encouraging personal volunteering, and becoming involved with local and national government policy creation on environmental issues. Timur and Getz (2009) take a different, less costly approach by suggesting a donation of time and resources.

Of the five participants that volunteered in their own time: two were involved with sports groups and two were involved with community groups: Hospice, Citizens Advice Bureau and adult literacy. Only one mentioned being involved in an environmental volunteering activity: beach replanting.

The home activities indicate that there is a desire to act more environmentally ethical. As Freestone and McGoldrick (2008) suggest people who tend to act ethically tend to become more ethical in their behaviour: creating more

personal and social benefits. By extension this environmentally ethical behaviour should cross over into a person's place of work.

There are a number of possible reasons as to why there is a discourse between the actions taken at home and the environmentally sustainable actions at work. In the example given by Information Consultant R about creating or converting the planter boxes out the front of the i-SITE into a community garden, they identify the hierarchy and associated red-tape at the council as a barrier: "When we started calling around to who we needed to get the plants removed and getting some new soil that when we hit a sort of road block." Many others felt that the council's hierarchy blocked the process inside their i-SITE for suggesting, creating and implementing sustainable strategic policy. This issue will be discussed in more detail further on.

Another possible reason for this discourse was the impression that being more sustainable at work could have the potential to jeopardize their jobs. This was evident when the participants were asked what was more important the environment or making a profit. Information Consultant Q's answer was typical, "If I wasn't in this job then probably preserving the environment. But, I don't know. Because I am in this job..." Information Consultant N states, "as for keeping the economy and keeping my job, it would be more tourists coming here." Information Consultant P agrees saying, "It is my employment up here if tourism numbers go down."

Information Consultant R suggested a balanced approach, "Me personally: probably looking after the environment. But because I work in the tourism industry, I'd have to say [increasing] tourists [numbers]. If you could find a way to do both, and educate them wisely." With Information Consultant T just asked, "Can I have sustainable things that make a profit?"

Other potential reasons for this discourse, including apathy and a lack of sense of responsibility, are discussed as part of the organisation and communication section of the authentic sustainability strategy discussion further on.

## **How TNZ Translates the 100% Pure Campaign into a Strategic Vision**

The 100% Pure campaign has the potential to be used as a strategic vision. Nutt and Backoff (1997) suggested that strategic visions often resemble slogans that create clear and compelling imagery: the 100% Pure brand does this. What became apparent during interviews, and the thematic analysis, is that there is no co-ordinated message from TNZ, the i-SITE network, and Qualmark, relating to sustainability, often both management and employees at the various i-SITEs received conflicting messages.

The issue created by conflicting messages of the lack of a co-ordinated message is that the top-down communication of strategy becomes less effective, open to interpretation and has the potential to create confusion. In a way this creates a barrier not just to the implementation of sustainability strategies, but also has the potential to influence the attitudes of management and employees towards sustainability.

The research question asks:

In what ways do New Zealand tourism organisations translate the 100% Pure 'clean-green' marketing campaign into an authentic sustainable management strategy.

Taking this question at face value, TNZ appears to lack an effective translation of the 100% Pure campaign at the i-SITE level, where tourists directly interact with the 100% brand.

Bramwell (2011) describes the tourism industry in New Zealand as a fragmented group of business that includes a mix of private commercial organisations, government organisations and departments, as well as NGOs, community and the media. Tourism New Zealand (TNZ) is the public face of the tourism section of the Ministry of Business, Innovation, and Employment. "Tourism New Zealand is the organisation responsible for marketing New Zealand to the world as a tourist destination" (Tourism New Zealand, n.d.).

TNZ oversees the 26 regional tourism organisations (RTO) and district tourism organisations (DTO) (Morgan et al., 2003) located throughout New Zealand. Most regional and district tourism organisations are managed by local councils. It is suggested by Bramwell (2011, p. 406) that only the government, including local government, has the resources and knowledge to co-ordinate sustainable tourism development, as the “free market will not create tourism activities that promote sustainable development and that some government intervention is necessary.” TNZ act as a co-ordinator through the i-SITE Network, and as quality control of the i-SITEs through Qualmark. Both i-SITE New Zealand’s network and Qualmark are subsidiaries of TNZ.

Some of the barriers to successful sustainability strategies suggested by Timur and Getz (2009) include the fact the tourism industry is a complex and diverse industry, with a number of government departments involved, resulting in a lack of co-ordination, a lack of awareness of issues, as well as a lack of government support. Soteriou and Coccossis (2010) concluded in their study of the role that National Tourism Organisations (NTOs) should take in operationalizing sustainable strategy, that most NGOs rated average in their integration of environmental sustainability into strategic planning. It appears that in New Zealand, this is also the case, with TNZ focusing on marketing, separating quality control and management of i-SITEs as separate function of other agencies.

The 100% Pure New Zealand brand is the brainchild of TNZ, who have developed and maintained this brand since the launch in 1999. As Day and Arnold (1998) pointed out a business must improve and then maintain its reputation and sense of trust to ensure improving bottom line results. The 100% Pure campaign is still well known and well received, as well as constantly being adapted to changing market needs and tourism trends.

Maio (2003) suggested that presenting a consistent message of a good citizen requires an integrated marketing and public relations campaign. The 100% Pure brand has been called into question recently, as well as comments from

the Minister of Tourism, the Rt Hon John Key, who is also the current Prime Minister that, “people did not expect waterways to be 100 percent pollution-free any more than they expected to be "lovin" McDonalds every time they ate it”, and "Overall, 100% Pure is a marketing campaign” (Davidson, 2012).

Whilst there needs to be some recognition of the issues raised as to the validity of the 100% Pure brand, its relationship to New Zealand, and as a marketing campaign, this research had focused on the actual information collected from managers and staff at a selection of i-SITEs relating to the creation and implementation of sustainable strategy. It is also important to note that the main media releases and articles debating the validity of the 100% Pure campaign were published after the dates that the interviews were completed. This issue is further discussed in the further research section of the conclusion.

When asked about the 100% Pure campaign, most of the participants were able to link regional and national images of the natural environment, scenery and nature to this campaign. Manager G said it, “conjures up a picture of green, open space, sheep running, that kind of, that kind of thing.” TNZ has leveraged the clean and green image of New Zealand into the 100% campaign as a co-ordinated way to create a point of difference from other tourism destinations. It would logically flow from this that TNZ would therefore have an interest in preserving the clean and green reputation, not just the image.

Even though Manager H did question the validity of the campaign, due mainly to the fact that it has been running since 1999, “I just don’t know how real it is any more,” they still believed “it is a really good marketing tool.” To avoid what Martin et al. (2011) called an ethical façade, Morgan et al. (2002) suggest that the tourists must experience the brand as being authentic. In the literature review section, there has been reference to research focusing on the level of authenticity in the marketing of the 100% Pure campaign, and brand. In this discussion the focus is the consistency of message to the staff and managers at i-SITEs from TNZ, not the media and communication to tourists as part of a marketing campaign.

The i-SITE network is a branch of TNZ that aims to co-ordinate tourist information and to monitor the 90 i-SITES in New Zealand (Qualmark, 2012). Whilst the i-SITE network is often considered as a network of centres, the individual i-SITES are controlled and run by local councils, meaning that each i-SITE is required to operate under the local council strategy and budgets.

Collins et al. (2007) suggest creating networks to disseminate information is a way to mitigate constraints to sustainability, and Prasad and Elmes (2005) state that inter-organisational partnerships are important in finding solutions to environmental issues. The i-SITE network is where TNZ indirectly interacts with the individual i-SITES. The message from i-SITE network is that the i-SITES should, where possible, aim to implement sustainable strategies, and practices. Manager E said, "I think sustainably we are more conscious because of our directive from i-SITE New Zealand; we are encouraged to be more sustainably aware."

At a recent national conference, held in Blenheim a few weeks before the interviews were conducted, there was the launch of the 100% Pure Middle Earth campaign, as well as discussion about sustainability and environmental issues, with the announcement of the i-SITES who recently achieved an Enviro Award or improved from the Bronze level to Silver accreditation. However, there was no mention of any resources or support provided by the network other than through inspections by Qualmark. One suggestion, explored more in the conclusion, is to use the i-SITE network to disseminate sustainability information, including how successful sustainability strategies are implementations at other i-SITES, in particular ones with an Enviro Award.

Qualmark is the final part of TNZ that had relevance to this research project. Schianetz et al. (2007) state that one way an organisation can market their green credentials is through the use of third party ecolabelling. Ibanez and Grolleau (2007) agree with, adding that the third party labelling is more trusted than self-regulation or self-labelling by an organisation. TNZ created Qualmark

as a separate authority that inspect and rate the various businesses and organisations within the tourism industry.

Manager G said, “Increasing number of tourists, particularly from overseas, particularly from Europe... who are particularly asking for eco-friendly products or products that have been Qualmark assessed.” Technically this is not a third party accreditation system, however, it appears to be considered just as reliable and trust worthy as one that is. Information Consultant S thought that the Qualmark accreditation system was a good way to ensure continuity across the industry as, “I suppose people could say what they like and put their own mark on quality. So I guess it has to be an internationally recognised thing.”

There are two parts to Qualmark accreditation. Firstly, there is the Qualmark rating system, as Information Consultant O indicated, “They [Qualmark] set standards that you have to meet... Give you certain stars. Give you like an out of five rating.” The i-SITE either receive a Qualmark accreditation, or not, the five star rating applies to accommodation and tourism operators.

During the interviews the role of Qualmark was discussed. Manager H said, “We get Qualmark on the appearance of the building and how it looks, so that is quite important for us to be Qualmarked.” When asked which was more important: how the i-SITE looks and comfort levels or energy efficiency, most replied that the presentation of the i-SITE was most important. This was evident in the excessive number of light fixtures, flat-screen TVs, and backlit posters observed at three of the i-SITEs.

Qualmark administer the Enviro Awards, that are “determined through five key action areas: energy efficiency, water conservation, waste management, conservation initiatives and community activities” (Qualmark, 2012). These are set at three levels: Bronze, a minimum level; Silver, where considerable initiatives are in place; and Gold, where significant initiatives are in place (Qualmark, 2012). In June 2012, when this research began, of the 90 i-SITEs listed, only 15 had achieved at the Bronze Enviro Award level (Qualmark,

2012). During the interviews, one of the i-SITEs indicated that they had recently achieved a Silver level, as well as mention of another i-SITE that had also been accredited at the Silver level.

When asked of the importance of the Enviro Award, Manager G replied, “it is important to us, and it kind of reaffirms to us that what we are doing on a day-to-day basis is being recognised.” Manager F did not know what the Bronze Enviro Award at their i-SITE meant, to them personally as well as to the organisation.

When asked about the possibility of achieving an Enviro Award, Manager H said they had just been Qualmarked, indicating that the person at the desk when I arrived was from Qualmark, but the inspector did not think the i-SITE was likely to achieve an Enviro Award, due to the constraints of the building. Interestingly this was one of the i-SITEs that mentioned a refurbishment, yet the Qualmark inspector did not leave information about possible features that could be incorporated as part of the refurbishment, instead was just focusing on the appearance of the i-SITE.

There appears to be a lack of co-ordinated environmental sustainability messages from the various branches of TNZ. TNZ has focused on the marketability of New Zealand’s scenery and natural features, yet has little input in ensuring that the 100% Pure brand and image are consistent through out the i-SITE network. The i-SITE network reportedly is pursuing the sustainability message, championing examples of successful i-SITEs at the national conference, reaffirming the 100% Pure message, but lacks a co-ordinated inspection of the i-SITEs from a sustainability perspective, relying on Qualmark. Qualmark is focused on the appearance of the i-SITEs.

The Enviro Awards are a way to rate the individual tourism organisations in a way that can be used as a marketing tool, similar to a third party ecolabelling regime. This is a tool that TNZ should be utilising more, particular at the i-SITEs, a place that 44% of tourists used during their stay in New Zealand (Tourism New Zealand, 2011, p. 9). Qualmark and TNZ should be encouraging

i-SITEs to gain Enviro Awards, instead of relying on the management and staff of the i-SITE, and related council to act as the drivers of environmental sustainability.

Bramwell (2011, p. 461) stated, “destinations that are wanting to promote sustainable tourism are more likely to be successful when there is effective governance.” Therefore a more co-ordinated approach to an implementation of sustainability strategy would benefit the tourism industry, giving credibility to the TNZ 100% Pure New Zealand camping.

### **Understanding the Meaning of Authentic**

The aim of this research includes the supplementary question of ground up implementation of strategy to ensure authenticity and embeddedness. To explore this there needs to be an exploration and discussion on the concept of authenticity to determine if authentic bottom-up elements of strategy exist; in other words how authentic can the implantation of strategy be if it is driven from the ground-up.

The final section in this discussion addresses the issue of authentic sustainability strategy. Therefore to discuss this issue in depth, it is important that there is first an exploration of the terms authentic and authenticity.

Liedtka (2008) conclude that authenticity is a socially constructed concept, based on the norms and ideologies of society. How we define authentic relies on an understanding of our society’s general values and beliefs. To put authenticity into a business sense, Maio (2003) states that authenticity is dependent on the integration of values into an organisation’s policies and actions.

It is noted by Chronis et al. (2008, p. 112) “academic work on authenticity remains vague in terms of its definition and in its marketing relevance.” This

vagueness of definition, coupled with the constructivist meanings for authenticity has had the result that “few consumer researchers have defined authenticity, which allows the term to be used in different ways and with varying meanings” (Leigh et al., 2006, p. 482).

In the tourism industry the use of the word authentic is common. It has variety of different meanings and interpretations, as well as an additional concept of staged authenticity.

During the interview process the participants were directly asked for a definition of authentic, and what this term meant to them. This tended to cause some confusion for some of the participants, who were unable to articulate a single answer. One method described by Beverland and Farrelly (2009) is to have the participants describe an experience or product in terms of an authentic or non-authentic dichotomy. What worked was a technique of value positions, asking which of two brand names was the most authentic and why.

Part of the interview resource created for this research was a table of key terms used in the academic research relating to the concept and definitions of authentic and authenticity: this is in Appendix 1. This was developed as a guide during the interview, and for a quick analysis to compare the academic literature with the responses of the participant. This information is presented below in table 6: Authentic: a Comparison of Key Words.

The key words that were commonly used by both participants and in the academic literature were: real, original, genuine, as well as a sense that it was not fake, copied or an imitation. The issue of the word original is explored in the results section of this research, in summary the participants referred to an original, linking the concept of the idea of it not being a copy or imitation.

*Authentic: a Comparison of Key Words*

<b>Key Words</b>	<b>Participants</b>	<b>Literature Reference</b>
Real	Managers: E, G, H Information Consultants: P, R, T	Yeoman, Brass & McMahon-Beattie (2007) Beverland & Farrelly (2009) Leigh, Peters & Shelton (2006)
Original	Manager G Information Consultants: M, P, Q, S	Yeoman, Brass & McMahon-Beattie (2007)
Genuine	Manager E Information Consultants: L, M	Beverland & Farrelly (2009) Chronis & Hampton (2008) Gardner, Cogliser, Davis & Dickens (2011)
Not copied, fake or imitation	Manager E Information Consultants: P, T	Yeoman, Brass & McMahon-Beattie (2007)
Has a History	Managers: F, H Information Consultants: K, R	
Consistent	Information Consultants: K, P	
Pure	Information Consultant T	
Unique	Information Consultant Q	
Raw, rough around the edges	Information Consultant O	

Table 6: Authentic: a Comparison of Key Words

The phrase “has a history” used in this table referred to the length of time a product or business had been in operation. This term was common to four of the participants, but not specifically mentioned in the definitions in the academic articles read. Other key words described by the participants were: consistent, pure, unique and raw.

Beverland and Farrelly (1997, p. 839) state, “consumers actively seek authenticity to find meaning in their lives, and in line with associated personal goals.” Liedtka (2008) suggest that this is not just knowledge of truth or reality, but also experience, meaning and existence. In the tourism industry the use of the term authentic can specifically relate to the destination, the experiences and activates, not just the overall visitor experience.

The authentic tourist experience can have two sides. From a tourist’s point of view there could be a desire to explore the untouched and inexperienced (Yeoman et al., 2007, p. 1133). Or the tourists could expect a business that will “walk the talk”, in other words if an organisation “say [they] have this value,

then your actions need to be consistent with that value” (Freeman & Auster, 2011, p. 19).

In terms of “walk the talk”, Information Consultant T gave an example of a business that ran a farm-stay that used traditional Maori farming techniques, including cooking in a hangi, traditional medicines, as well as being an eco-friendly organic farm. They described the experience as “authentic, it was real, but with a modern feel.”

During the discussion of the 100% Pure Middle Earth extension of the TNZ campaign, Information Consultant L indicated that the Hobbits were not real, but suggested the Peter Jackson Tolkien films have become part New Zealand culture. However, Information Consultant L stated that this is “not as authentic as the Maori culture.” This emphasis on the culture was explored by Information Consultant K, who suggested when tourists are “looking for something authentic, they are usually looking for something Maori”, with Manager E stating, “we can sell Maori products that are authentic, you know, made in the traditional ways by local people, and they have a story behind them.”

The idea of craft and traditions is not limited to Maori artists and culture. Information Consultant P indicated that once the renovations were complete at their i-SITE, local artists were going to be invited to put forward items for sale. The only restriction of the products to be sold is that they were “real”, hand crafted by the artists.

Yeoman et al. (2005, p. 140) state, tourism consumers “focus on the pure experience and search for the truly authentic tourism product or service which is steeped in culture and history.” Leigh et al. (2006, p. 483) add, “tourists seek authentic experiences, or natural, primitive ones untouched by modernity.” These two sets of authors suggest that tourists have lofty goals of exploring the last, authentic and real experiences, but the reality is that few people have the means and time to explore uncharted lands, and the reality is that there are very few places like this left of the planet.

Instead, Peter and Shelton (2006, p. 483) suggest, "Postmodern consumers actively seek the staged experience as an outgrowth of the value placed on eclecticism and aesthetic enjoyment." What a tourist wants is often a staged authenticity, where the authenticity is "projected onto objects by tourists or tourism producers in terms of imagery" (Chronis & Hampton, 2008, p. 113). A good example of this is the hangi and concert package available throughout New Zealand. Even though the experience takes place within a restaurant, often in a hotel, as Manager F suggests that it must be a "true presentation" of the Maori Culture.

Another example was given by Manager H, who describes an authentic Waka trip, as having "the correct stories, in the right clothes, having the right equipment, so it was true to the history" of the area. Information Consultant L insists that to be authentic the Maori people involved in the tourist activity should be from the local Iwi, so that the tourism operators "are taking the tourists through an experience that is unique to their people."

The idea of a staged authenticity in the tourism industry is common. It is not unusual for tourists to expect a cultural dinner and show, in New Zealand this is the hangi and concert, as the tourists wished to have some experience of the culture of a destination, not just the scenery.

Further research into authenticity, with a business focus, could explore how authenticity exists beyond just marketing in an industry that, unlike the tourism industry, does not have staged or manufactured authenticity. This is discussed further in the conclusion of this research.

## **Implementing and Maintaining Authentic Sustainability Strategies**

The main focus of this research is to explore the concept of authentic sustainability strategy: the policies, procedures, practice and perceptions of an organisation. The 100% Pure New Zealand campaign, an iconic marketing campaign relying on the natural and social aspects of New Zealand, was chosen to explore how this TNZ's campaign is implemented and embedded into four i-SITEs, a public face of TNZ.

Using the organisations within the tourism industry did create some issues, for example the concept of staged authenticity, however, it did allow for an exploration of organisations that actively promote environmental and sustainable credentials, using the clean and green imagery in particular. What resulted was an interesting exploration of a group of small organisations, which are controlled and managed in part by central and local government. This research identified the challenges and issues facing these organisations, as well as the triumphs and success.

The traditional view of strategy is that the CEO is the architect, who chooses the goals, domains, technology, and structures of the organisation (Goll & Rasheed, 2005; Mintzberg, 1990). Mintzberg challenges this idea of CEO as architect, insisting that the CEO should act more as a co-ordination, agreeing with Pugh and Bourgios (2011) who state that strategy comes from a variety of sources and each source has a particular view of the company: the front line staff are action oriented, managers have a more analytical and broader view of issues, plus strategic intuition.

The strategic management discipline has often examined strategic leadership and the implementation processes from two perspectives: top down, or bottom up. The literature has found that both have merit, and it is not difficult to find case studies where these styles of management work well, creating thoroughly planned, well implemented and executed strategy. However, each of these two styles has the capacity to create barriers to successful organisational strategy.

Crossman (2011, p. 561) states that managers and leaders with strong environmental values and beliefs have “the ability to inspire others with a vision and a mission in persuasive and confident ways.” Balmer et al. (2011) and Collins et al. (2007), both suggest that sustainable entrepreneurs can: manage strong sustainable ideas, embed an organisation culture that values sustainability highly, creates mission statements that can articulate sustainability values, and introduce environmental standards above regularity compliance in an organisation. Vellecco and Mancino (2010) suggest that the adoption of sustainable practices is largely dependent on the personal conviction of the management

Vellecco and Mancino (2010) suggest that managers have the ability to inspire and lead an organisation and through their influence alone are able to create authentic sustainability strategies. Gardner et al. (2011, p. 211) cautions this view, adding that there is “an assumption that an organisation’s authenticity is manifest through leadership.” This traditional top-down approach to management still clings to the CEO as architect paradigm, and as Gardner et al. (2011) suggests, there is often an over reliance on management in creating authentic strategy.

At the various i-SITEs the commitment to the organisation’s sustainable policies and practices was varied amongst the management and staff. Even if managers can create clear and concise sustainability strategies for the running of the organisation, these will not be as effective if there is no sense of personal responsibility for understanding the strategy, or even acknowledgment that that these strategies exist.

Kashmanian et al. (2011) suggest that management needs to enhance awareness of issues and engage employees through training and information sharing to ensure that strategic goals are understood and aimed for. Following this, front-line staff should know if any formal policies exist within an organisation. Information Consultant O indicated that any formal policies, not just those pertaining to environmental sustainability, were normally communicated through emails, however, they didn’t take any notice of these,

as “emails are not part of my job.” This break down in communion could be alleviated by using a different form of communication, but Information Consultant N said “there is probably a piece of paper somewhere in some folder that I haven’t read, because I have been super busy.”

On the surface it could be assumed that there is a lack of communication of policy. However, what it identifies is a lack of sense of responsibility by some employees, who felt it was not their job to identify and follow policy. As Dodds et al. (2010) suggest that there are different levels of sustainability awareness, as well as different levels of willingness to accept responsibility for the actions of an organisation. Interestingly three of the managers felt as Manager H said, “as the manager I think that you should take that on board to make sure that everyone is doing the right thing.”

There also appeared to be some confusion as to who was ultimately responsible for the sustainability strategies the i-SITEs. The local councils control the administration and the budgets of the i-SITE. Three managers identified a sustainability manager at the councils; one had avoided contact with this person, using the excuse that they had only been in the job for a brief period of time. The remaining manager had no idea if the council has a person responsible sustainability issues.

At two of the i-SITEs, team leaders had been made responsible for sustainability. One of these team leaders creating a physical folder for reference by the other staff members, and was actively involved with sustainability policy, procedures and practices, in conjunction with the sustainability officer at the council.

The other did not mention their position as a team leader in charge of sustainability, and seemed to be out of touch with sustainability issues, council policy on these, or current trends on these issues. Instead they had abdicated their responsibility to the council, not just to their manager. This is an example of what Kezar (2012) indicted as an issue for top-down strategy; there is a limitation on creating changes due to a lack of understanding of the issues and

the solutions, a lack of buy-in from the employees, or that the organisation becomes leader dependent (Kezar, 2012).

Schainetz and Kavanagh (2008) state that whilst top-down approach is a useful starting point, it may not include diverse stakeholders perspectives. The other traditional form of management strategy is the bottom-up or grassroots method. This can potentially offer more solutions and ideas for issues and inform organisation direction, as it has the ability to create “greater buy-in, increased expertise, energy and enthusiasm” (Kezar, 2012, p. 726). Kezar defines the bottom-up approach as the use of moderate and incremental changes in the status quo: in effect forcing the changes from the bottom, up.

The main advantage of bottom-up strategy is that, as Pugh and Bourgois (2011, p. 176) suggest, management can act as a “strategic mediator, picking from among strategic options presented to him (sic) and meeting out resources accordingly.” The way that information is gathered at the i-SITEs is in two parts: from the tourists and during staff meetings.

Information Consultants T and L, both discuss that the most common way that information is gathered from tourists is verbal, which is then passed on to the management or sent via email to the council. Picket et al. (10077, p. 97-98) stated that “environmentally concerned consumers are not homogenous... for some energy efficiency may be more important than dealing with solid waste; for others the reverse may be true.” The issue with this style of information gathering is the lack of understanding or recognizing the usefulness of the information and the influence of potential personal bias, as Information Consultant L said, “If we think it is important then we record it.”

Three of the i-SITEs gathered tourist information via surveys and forms. There was a discussion that one of the surveys did not include specific environmental sustainability focused questions, instead relying on the tourists to include their ideas and suggestions at the end. During the interviews some of the managers and staff discussed the possibility of altering these documents to ask

sustainability specific questions. The information gathered was passed to the management, who often then passed this onto the council.

The advantage of gathering information from, particularly front-line staff, is that often the ideas are more practical, shifting the focus away from just regulatory conformance (Timur & Getz, 2009). The most common way the managers gathered ideas and information from staff was during staff meetings. Manager G indicated that sustainability's one of the topics at our monthly staff meeting here," Information Consultant S also said, "once a month we get together and it will be on our agenda and we will all put our thoughts in." Manager E stated that the staff discuss sustainability "not every meeting, but every now and then at a staff meeting: what can we do as a team to be more environmentally aware."

A monthly meeting is where all the staff, particularly the part-time staff, get together and has the ability to brainstorm ideas and discuss issues. The management have the ability to evaluate the ideas and suggestions, from the staff and the tourists, the management must still co-ordinate and link this information to sustainability objectives and strategies for this collaborative management approach to be effective. Schainetz and Kavanagh (2008) suggest that this technique is good for creating localised goals, but because it does not view the bigger picture it may miss important aspects, particularly environmental sustainability.

Kezar (2012) identifies that failure of grassroots may be due to either lack of support or resources from the organisation. There were a number of incidents and stories told by the participants where the council has refused to seriously consider some of the suggestions and ideas from these staff meetings, or directly from employees. Information Consultant R told the story about the community garden idea, and a suggestion of installing a wormfarm. Council rejected these ideas, and as Information Consultant R said, "You would have to be pretty passionate about it to put money out of your own pocket to start up a wormfarm."

Collins et al. (2007) cautions that sustainability may not be seen as important to the organisation. Manager H suggested that there were two main reasons why their i-SITE did not have many sustainability features, firstly: “We just don’t have the money to do anything,” secondly: “I got the sustainable manager over from council to go through everything that we are doing and there was nothing she thought we should be doing more.” The first issue indicates a lack of financial resources, the budget, which is the most common reason given at the i-SITEs for their limited environmental sustainability actions.

The second part of Manager H’s quote relates to a lack of a sustainable focus by council. Manager H had a number of different ideas of things they would like to do at their i-SITE, for example installing a wormfarm, but the council did not consider them a priority. Interestingly this is also one of the i-SITEs earmarked for refurbishment, an ideal time to install more environmentally sustainable features.

This lack of council focus on sustainability is also evident in the comments about the curb-side recycling. Information Consultant N said, their local council “have done it several times but it is too expensive. So it just doesn’t work.” Manger E indicated that it was only due to the interest of one, past, councillor that curb-side collection of recyclables was done in their region. Information Consultant R indicated that even though there was an in town recycling centre, “you can just chuck everything into one rubbish bag and it gets collected one day a week. People don’t really... people don’t care.”

The suggestion here is that even outside the i-SITE, if the council does not prioritise environmental sustainability, then general apathy will set in. Why would the local population put in effort and personal funds if the council does not appear to care?

The solution to the issues caused by either a top-down or bottom-up approach is to create a sustainability philosophy and culture that, as Balmer et al. (2011) describes, encapsulates the values, behaviours and actions of the whole

organisation. This must be communicated to the members of the organisation as well as stakeholders through the organisation's vision, mission statement and thought the organisation's actions (Martin et al., 2011).

To do this effectively Kezar (2012) suggests distributed or shared leadership as a way to create shared visions and goals. This has the effect of empowering all staff member, as well as creating a sense of accountability and responsibility, thought what Kezar (2012, p. 731) states as a "joint enactment and cognition."

Mintzberg (1994) famously stated that most successful strategies are visions not plans. Creating an organisational sustainability vision will allow for greater flexibility in sustainable actions, as well as the exploration of issues and potential solutions. One issue created by descriptive or prescriptive plans and policy it that they do not allow for variations and elaborations, the employees must do as they are directed.

The creation of an organisational vision, particularly in terms of a vision associated with sustainability and environmental concern, will lead to more enduring changes in the organisation as management, departments, and ultimately employees, transform this vision into the shared values and beliefs of the organisation; normalising sustainable behaviour. This is the core to an organisational wide philosophy and culture. Information Consultant M said that in the case of some actions, "it's been here for a while, I've been here for just over a year and it was here before I started. So it's not something new, it's something we have been doing."

The organisation must move away from strategy that aims to define sustainability and prescribe policies, procedures and actions. Instead the organisation must show commitment to conservation (Crossman, 2011), be actively investing in environmental protection and the reinstatement of degraded environments (Mihalic, 2000), and be willing to support environmental concerns in the every day behaviour (Vellecco & Mancino, 2010).

Strategy is not just the creation of policy, to be placed in a folder. Zagotta and Robinson (2002, p. 34) state that a, “successful strategy is a living and dynamic process.” Other authors have concluded that strategy is not static, and that, “executing strategy is just as important, if not more important, than formulating strategy” (Higgins, 2005, p. 13). Zagotta and Robinson (2002, p. 30) add that “it doesn’t matter how good the plan is if you can’t make it happen.”

Pugh and Bourgois (2011, p. 172) state that “strategy is not something we have, it is something we do and have to keep doing in order to support and grow a business or an organisation.” It is recognised that to create a successful sustainability strategy requires the sustainability vision to be embedded in the organisation. What an organisation wants is for the type of responses that Manager G gave when they said, “sustainability is kind of part-and–parcel of what we do.”

The development of a sustainability strategy is often proposed as a way for an organisation to become more energy efficient: to reduce costs. Schianetz and Kavanagh (2008) challenge this view, stating that sustainability is not only for measurable results, but also stimulates the learning process and is an agent of change. There is also the altruistic aspect of management wishing to be more inclusion of environmental sustainability concepts. A business must also be economically sustainable. One trend suggested by Kashmanian et al. (2011) is to view sustainability as a driver of innovation, or a way to create competitive advantage. So there is a potential merging of the economic and environmental aspects of sustainability.

Kezar (2012) suggests that regardless of the organisation’s motives for the pursuit of sustainability strategies, the key to the success or failure of these is communication. Manager E noted that whilst some actions are embedded well, there is a need to ensure that new employees, as well as existing employees, are made aware of not just the actions but also sustainability policies and

strategies. This links back to the idea that the execution of strategy is more important than its creation.

The way that the strategy is communicated can create some potential issues. The use of the intranet and email systems seems to be the most effective way of disseminating the information, in a consistent manner. At one i-SITE the council used the front page of their intranet to identify and link to new policy, as well as reminders of existing policy. The use of a physical, paper, folder worked at another i-SITE, as the team leader responsible for this kept it up to date, including the addition of material to inform the strategy, not just the policies.

Information Consultant O's lack of knowledge of policy, due to their perception that "doing emails" was not part of their job, is an issue relating more to personal apathy than a communication barrier. What this participant identifies is more than personal opinion; it also indicates an organisational apathy for sustainability policy. There seems to be little follow-up of employee knowledge and understanding of policy, let alone policy compliance.

An unexpected finding from the interviews related to the level of involvement of the sustainability representative at the local council. At one i-SITE the manager did not know if the council had a sustainability person. Another manager had received an email requesting a meeting two weeks before their interview, and had not replied to them, even knowing that they were about to be interviewed on sustainability policy, procedure and actions at their i-SITE.

The i-SITE with the most embedded environmental suitability culture had a council sustainability officer that they all knew and had regular contact with. As Manager G said, "We have a sustainability officer there who keeps us informed on a weekly basis, of tips and ideas and local developments and all." At this i-SITE, the sustainability office at the council not only acted as an information source, they "will come and assist us in doing a sustainability audit, etc." (Manager G) The sustainability officer mentioned physically travels to the i-SITE to discuss and assess the implementation of sustainability policy,

procedures and actions, ensuring consistency between the various i-SITEs in this council's region.

What this communicates to the i-SITE manager and staff is a commitment by the council to their sustainability vision. The culture is embedded by a display of action and interest by the council above and beyond just email communications and directives. The council is seen as being involved in the process, not just external managers, creating policy or allocating resources and budgets.

## Conclusion

The research question, as stated earlier, is:

In what ways do New Zealand tourism organisations translate the 100% Pure 'clean-green' marketing campaign into an authentic sustainable management strategy. What are the sustainability practices, policies and perceptions of these organisations?

In this question the main concept is the translation of a marketing campaign into authentic and enduring sustainability strategies. The 100% Pure campaign has the potential to cross over from the marketing and branding purpose, to be used by organisations within the tourism industry as a strategic vision. 100% Pure can be linked to an idealistic future state (Nutt & Backoff, 1997), where every thing is 100% pure, fitting in well with suggested strategic goals of environmental sustainability: zero waste, zero pollution.

The strategic vision, created by 100% Pure, is also in line with emerging tourism trends. Yeoman, Brass & McMahon-Beattie (2007, p. 1133) state, tourists are "indicating a desire to explore the untouched and unexperienced." Whilst there are few opportunities for this exact desire, there is a growing trend that tourists are becoming more concerned about their environmental and social impacts, as indicated by some of the participants interviewed. Above all the tourists want an authentic experience, with Morgan, et al, (2002, p. 351) stating, "what New Zealand affirms is the idea of the authentic experience."

In order to investigate and explore this research question, four supplementary questions were considered:

- What are the drives and constraints of the strategic sustainability policies and procedures?
- How are sustainability strategies implemented from the top-down and the ground up to ensure authenticity and embeddedness?
- What is the influence of management and employee buy-in, attitudes and personal values?

- What visible evidence indicates authentic sustainability strategies?

The first supplementary question is concerned with the drivers, constraints, and by extension barriers, to the development and implementation of sustainability strategy: policy, procedure, and practices. The direct answer to this is quite simple, the main driver and constrainer is the local council, who are responsible for the overall management and budgets of the i-SITEs.

The local council sets the mission statements and goals for all business and organisations affiliated to the council. The council has the ability to add sustainability, even just for the council to become more sustainable, as a direct goal or objective, which translates down into specific strategies and policy for the i-SITE. Without a specific focus on environmental sustainability, it appears that council are only interested in financial, budgetary goals and objectives: cost cutting and revenue gathering.

Further to this, the second supplementary question asks: how are sustainability strategies implanted top-down and ground-up to ensure authenticity and embeddedness? There are two parts to the top-down management of the i-SITEs: from TNZ and from local council.

TNZ is the central government organisation responsible for the creation, promotion and maintenance of the 100% Pure brand. Through the i-SITE network, TNZ has indicated a desire for i-SITEs to become more sustainable and environmentally focused, but the impression from the managers interviewed at the i-SITEs that apart from the national conference, there was little dissemination of information as to how this could be achieved.

Qualmark, another subsidiary of TNZ, are responsible for the Enviro Awards system, which signify that an organisation has met minimum requirements over five sustainability indicators (Qualmark, 2012). However, Qualmark has a focus on the appearance of the i-SITE. From the information gathered, there is a greater emphasis placed on the appearance of an i-SITE than environmental

sustainability, leading to a confusing, and sometimes conflicting, message from TNZ.

The link to the local council as the main source of top-down management was limited, as there was no interviewing of council representatives, and the council was only discussed in terms of policy and directives. There was no investigation of how the managers reported to council, who they met with, and whether this was in isolation, in groups, or a meeting of management of i-SITEs within an area. There were guarded discussion of who the managers were responsible to, even if there is an appointed sustainability officer at council, it appears that the council mainly meets with management to discuss general council policy and budgets.

Where ground-up implementation was the greatest, and the most authentic, leading to greater embeddedness, was at i-SITEs that had strong sustainability and environmentalism values. The influence of council's strategic focus was evident, where the council had sustainability as a goal the policies were successful, and where the council was focused on budgets and finance, there was limited sustainability strategy implementation.

Where the goals of the council were budgetary, the participants: managers and information consultant alike identified red tape and council hierarchy as major barriers to strategy implementation. Some of the participants indicated a desire to do more environmentally sustainable actions, but felt it would be a their own expense, with a risk of the council removing, altering or hindering these actions. One example of an idea was the installation of wormfarms; at two of the i-SITEs participants indicated an interest in installing these, but were hesitant due to the cost, and the threat that the council would remove these wormfarms.

What was more successful than a top-down or bottom-up approach was a combined approach to implantation. This involved the council not just identifying sustainability as an organisational goal, but also the identification and involvement of sustainability officers at council level, and sustainability team

leaders at the i-SITEs. This empowered the employees, particularly the front-line staff to be involved in open and regular discussion of environmentally sustainable ideas and actions, where no ideas are excluded as potential solutions.

The third supplementary question is about the influence of the manager and front-line staff's personal attitudes and values on implementation and buy-in of sustainability strategies. To understand this issue, the respondents were asked about their home habits in relation to sustainability and environmental action.

The majority of the participants either always or mostly: recycle, conserve energy, use reusable containers and shopping bags, and conscientiously dispose of durables. This indicates that most of the participants are willing to implement sustainable and environmental actions, even in regions where there is no gate collection of recyclables. This indicated a segmentation of the participant's life, creating a discourse between sustainability actions at home and at work.

The attitude of the manager at the i-SITE had a major influence on the buy-in of sustainability strategies. Where there was a commitment and enthusiasm towards sustainability and the environment from the manager, the sustainability strategies were more embedded, front-line staff conceding that they do actions, even if they have no interest: "it is the way things are done here." (Information Consultant M)

The final supplementary question was on the visible evidence of sustainability strategies at the i-SITE. There is a common belief that the physical building acts as a barrier to environmental sustainability. Whilst it can be costly to retrofit green elements to an existing building, there are many actions that do not require building alterations. The i-SITE with a Silver Enviro Award was in a leased building, however, it had few features that were easily identifiable and observable as being sustainable, other than recycle bins. From this example it can be concluded that the building is not always a barrier to sustainability strategy implementation.

These conclusions result in implications for policy and a contribution to theory.

### **Implications for Policy**

There are policy implications for both management and employees as a result of this investigation. From a top-down approach, TNZ and council have an obligation to not just to set strategic focus but to clearly communicate strategy and vision. From the bottom-up perspective, the i-SITE staff must feel empowered to discuss and implement actions, as well as to create and interpret the strategic vision created by 100% Pure.

#### **Top-Down**

The top-down approach to sustainability strategy in this research comes from TNZ and council.

TNZ are the guardians of the 100% Pure New Zealand brand, and as such have a duty to ensure that the imagery and philosophy of this brand are translated into a strategic vision. TNZ does not necessarily need to create a unified message, but needs to communicate the 100% Pure strategic vision in a way that has consistency simplicity and repetition (Morden, 1997), so that the strategic vision clearly is understood. As Morden (1997, p. 670) states, "The most effective organisations are based on communities of shared ethical values," identifiable through the strategic vision.

Qualmark and the i-SITE Network both have a role to educate and disseminate information relating to sustainability to the i-SITEs. A good example of disseminating sustainability and energy efficiency information is the EECA website. On this website energy efficient organisation stories are told: what

strategies and actions has the organisation implemented. The ideas of championing success was mentioned in reference to the national conference, but it is important to have this information available for further reference, a webpage is ideal for this.

As part of the duty to disseminate information Qualmark should create not just the specifications and requirements of the Enviro Awards, but also make available details of how strategies and policy can be created, with i-SITE specific examples of policy and actions used at i-SITEs that have Enviro Awards.

The i-SITE Network needs to be more involved, possibly regularly visiting the i-SITEs. There is also an opportunity created by the refit and redecoration of two of the i-SITEs, where the possibility of installing more permanent environmentally sustainable features, fixtures and fitting should be explored. This would require the i-SITE Network working closer with council.

The local councils are responsible for setting the goals, strategies and budgets of the i-SITEs, but instead of prescriptive strategies they should adopt a strategic vision approach, allowing a more collaborative approach to strategy. The main recommendation to council is to appoint a sustainability officer, who is easy to access, to work with the council organisations. The interaction of this person, particularly face to face (Morden, 1997) is the key to successful sustainability strategies, as noted at one i-SITE where the sustainability officer routinely visits for staff meetings.

The other issue identified with council is the method of communication with staff. Some of the participants indicate that they did not know of official council policies, one going as far as to state that emails were not part of their job, so therefore did not get any information from council. This issue should be addressed in two ways. Firstly, if the council are going to use the an electronic system to distribute policy, ideas, visions and goals, then there needs to be clear guidelines that all employees must access their emails regularly. As draconian as this sounds, it is important that clear and consistent messages

reach all of the employees and management of an organisation. Secondly, the creation of a sustainability-focused culture would mean that the employee, even if apathetic, must comply with any policies, procedures and actions: to follow the common norms and behaviours of the organisation.

Whilst this research makes some policy suggestions specific to the i-SITEs context, the concepts of open communication and championing successful stories are applicable to other industries and other types of organisations. The creation of a sustainability culture at the organisation is the key to successful implementation of sustainability-focused strategy, and to do this organisations must also create a culture that encourages information sharing: top-down as well as bottom-up.

### **Bottom-Up**

There are simple and low-cost solutions to environmental sustainability issues that an i-SITE could easily implement. For example introducing more, well labelled recycle bins, labelling all light switches and power sockets with reminders to “switch off after use”, de-lamping light fittings or introducing more task lighting, even tidying the garden to ensure that natural light is not blocked or that excessive natural light is filtered.

Whilst these suggested actions are based on observations at the i-SITEs, they are not necessarily specific to this type of organisation or industry, the main point is to identify that simple changes or actions can be applied from the ground-up. To identify sustainable actions at the i-SITEs a building checklist (Appendix 2) was created based on information that was obtained from academic literature, as well as from the internet: searches using key words related to green buildings and sustainable actions, and in this research the EECA website. This building checklist was extensive, but also was not exhaustive, some ideas, such as the wormfarm, were not expected.

What is more important is to create a sustainability culture at the i-SITE. Introducing the issue of sustainability as part of regular staff meetings can do this, so that employees feel they can discuss this issue in a way that is open, and supportive. The staff must feel that they can share ideas, as well as give honest feedback on existing or new initiatives and actions. This will empower the staff to implement ideas and actions, and even if not successful, it gives the staff the ability to try something. The feedback from participants was that would like to do more environmentally sustainable actions, but felt that their ideas were not valid, or that the organisation did not encourage their input.

Successful sustainability strategies were evident at the i-SITEs where the whole organisation was involved in strategy, policy and implantation, with systems in place for routine feedback and follow up.

### **Theoretical Contribution**

This research focused on the implementation authentic sustainability strategies. The academic literature indicated that the terms sustainability and authentic did not have definitive definitions for business organisations, the reason for this is suggested by Tregida et al. (2013) as businesses, managers, and people in general, all create meanings in their own terms; their interpretations rely on context.

For sustainability, the academic literature indicated, recognition that a business needs to make a profit to be viable, and identifies that the management of resources is required to: conserve, enhance and preserve natural resource for continual and future use. It is also recognised that this is not just in business terms business but environmental and social aspects need to be considered.

When the academic literature, was compared to the responses from participants, there were few commonalities, the focus of the responses focused mainly on the environment: the conservation, preservation, pollution

and the management of natural resources. Few of the participants indicated a social aspect to their definition. At the i-SITE level there was an involvement with community school and theatre groups whose performances included a sustainability message, or with eco-based activities, such as replanting of a beach. Only four of the participants were involved with volunteering outside of the i-SITE.

To create a better definition for sustainability it would be useful to examine an organisation with a better balance of the three aspects: economic, environmental and social, of sustainability.

For the term authentic, the key words that were commonly used by both participants and in the academic literature were: real, original, genuine, as well as a sense that it was not fake, copied or an imitation. The term authentic was understood by nearly all of the participants in this study, even if they were not able to articulate a definition they could explain the concepts of authenticity.

In conclusion, whilst definitive definitions are not proposed, the main key concepts and meanings are highlighted in this research, and in general most people have a common understanding of these terms. It is important for managers to have an awareness of the differing views of these terms, particularly sustainability (Byrch et al., 2005). However, further research is indicated below, in terms of the defining of authenticity.

Tregida et al. (2013) suggests a sense of rationality towards sustainability by business: going green can be used for competitive advantage and for creating profits. The issues identified by this research have highlighted a need for better education and awareness of not only policy, but also sustainability issues, potential solutions and strategies to enhance the sustainability actions of an organisation, not just for compliance or to mitigate environmental issues.

What this research found was that the whole organisation needs to be involved to implement authentic sustainability strategies. A sustainable strategic vision

and philosophy can be translated into a sustainability culture for the organisation.

In this case, the council needs to have direct involvement with the management and employees of the i-SITE. This will give the council, as the top-down managers, the ability to reinforce the strategic vision and goals, as well as follow up on the implementation of policy. It empowers employees to explore innovative ideas and solutions to sustainability issues, and instantly implement any actions that may be considered, simple and low-cost. This empowerment creates greater buy-in from the staff.

The aim of council and the i-SITE staff is to create a strategic vision that can be developed into goals and policies that have flexibility, authentic actions, and embeddedness. For this clear, consistent and regular communication must occur from the top-down, as well as feedback and ideas from the ground-up.

However, the communication channels in an organisation have the potential to become blocked, due to management judgment of the relative importance of ideas and suggestions from staff, or staff filtering the top-down directives relative to their routines and job description. As noted in the policy section, there is a need for the organisation to have open and accessible communication channels during the development and implementation of authentic strategies; there needs to be buy-in from staff, as well as management, to ensure that the top-down strategic vision is authentically realised.

The contribution this research makes to academic theory is to link strategic vision created by a marketing strategy and brand, to sustainable strategy implementation. As this vision has the ability to create a sustainability culture for the organisation, by empowering the employees, who will in turn authentically implement and embed the sustainability strategy.

In conclusion, the 100% Pure New Zealand has the capability to be translated into authentic strategic vision, to inform authentic sustainability strategies.

## **Limitations and Further Research**

This research has highlighted a need to derive a definition for authentic as it applies to business strategy. The key words that the academic literature and interviewees used were that authentic is: real, original, genuine, and not fake, an imitation or copied. Further research needs to be done in the area of business strategy, beyond marketing strategy to establish if a common understanding of the term authentic is applied in business management.

Investigating other types of organisation within other service industries will allow the exploration of the term authentic separate from products.

Using the tourism industry as a basis for the exploration of the term authentic creates an issue, as staged authenticity is common and acceptable to both the industry and tourists.

Further research could be conducted to investigate the understanding and acceptance of different levels of authenticity, and the possible expectations of tourists as to the authenticity of cultural demonstrations.

A limitation of this research is that only the managers and front-line staff of i-SITEs were interviewed, there was no interaction with council, TNZ, Qualmark or the i-SITE Network. This limits the ability to understand how authentic sustainability strategy is formulated within the i-SITE as it has focused on part of the overall organisation.

Further research could interview representatives from council and TNZ, to gain further insights. There is also the possibility of interviewing other stakeholders, including tourist, as to their perceptions of the sustainability strategies observable at i-SITEs.

Further research could also investigate the use of sustainable vision, sustainable philosophies and sustainability cultures of other organisations. What could be interesting is a case study of an organisation that has achieved a Qualmark Gold Enviro Award: what informs the culture, vision and mission of

this organisation, and how are these introduced, reviewed and embedded within the organisation.

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## Appendix 1: Interview Resource

What is the purpose of this i-Site?

- Information is about: fun, environment, nature etc.
- What is more important to promote?
  - Sustainability vs Fun experiences
  - Eco-tourism vs local tourism operators
  - Activities that protect the environment vs making profit

What are your thoughts on what the term sustainability means?

- What are some examples of things that are done here
- How are they sustainable?
- Which is more important:
  - Centre appearance vs Energy efficiency
  - Convenience vs considered action: recycling, turning off lights...
  - Personal comfort vs energy efficiency (Heating & lighting)
- Are there any formal policies at this i-site relating to sustainability?

Communication

- How are these concepts/policy communicated to employees?
  - Tourists?
- Information flow: board, council, tourist, manager, and community?
- Feedback?
  - Formal? Meetings & reviews, suggestion boxes, survey forms
  - Informal? Do you just do?

Bronze Enviro Award

- What does it mean to you, the i-site, staff
- How is this communicated? To staff, others, tourist?

Tell me a story: Is there an example of something that either you or someone has personally implemented?

- What happened?
- Manager led? Staff led?
- Allowed to do? Why NOT?
- Why did it fail?

Embeddedness

- How are sustainability policies/practices/actions maintained? Reviewed?
- Who is responsible for the decisions/implementation of sustainability policy?

Tell me a story/incident where...

- What is one way you have/think you could improve the i-site's authentic sustainability strategies?
- What is one thing/action/policy that you think your i-site should consider changing? Implementing?

**Authentic**

- How would you define the term authentic?
  - What are 3 words/phases you could use to describe something instead of using authentic?
- Can you give me some examples of brands/products/things that you would consider authentic? Non-authentic?
- **OR** From the following which do you think is the more authentic?
  - Whitakers vs Cadbury      BP vs Z
  - McDonalds vs Starbucks      Coke-a-Cola vs Home Brands Cola
  - Apple vs Microsoft

**100% PureNZ Campaign**

- How well do you think the 100% PureNZ campaign relates to NZ tourism?
  - Local tourism in this area?
  - Sustainability or environmental practice/policy/actions
  - Your i-site
- Do you think that tourism NZ should be focusing on:
  - Profits vs sustainability
  - Tourism numbers vs preserving the environment for future generations
  - Environment vs culture
- How authentic do you think the 100% PureNZ brand is? Justify
- Thoughts on 100% Pure Middle Earth??
  - How authentic do you think this is?

**Key Concepts:**

**Sustainability**

Environmental	Conservation	Preservation
Ecology	Protection	Pollution
Manage resources	Natural resources	Air & water pollution
Biological resources	Biological diversity	
Altruism	Holistic	Harmonious
Cultural understanding	Social capital	Social benefits
Health – human	Equity	Sensitive
Balance – commercial & env	Economic viability	Compatible development
Research & Development	Human Resources development	Capabilities
Future generations	Present needs	Long-term view

**Authentic**

Genuine	Real thing / Realism	Original
True	Not fake	Anchored/rooted
Not contaminated	In fact	Trust
Socially constructed	Interpretation	Projected imagery

## Appendix 2: Visit Checklist

### Building

o Building design and maintenance	
o Reuse of old building – Urban renewal	
o Green design	
o Performance/energy saving agreed to by landlord	
o Colour of paint, gloss, light reflective	
o Air quality & noise	
o Noise insulation	
o Landscaping	
o Planting for winter or summer winds – cooling summer, deflecting winter cold	
o Windows kept clean and clear of shrubs or trees	
o Permaculture gardens	

### Energy & Efficiency

o Alternative energy – photovoltaic cells, micro wind turbines, micro-hydro	
o Energy star rated appliances – fridge, dishwashers, laundry	
o Landry - hot/cold?	
o Fridge - away from heat sources, sunlight, space for ventilation	
o Rinse dishes in cold water not hot, dishwasher on eco setting & used when full	
o Water heating – solar, heat pump, instantaneous (eg gas)	
o Hot water – temperature, cylinder wrap	
o Timer/infrared switches	
o Use of laptops – 50-80% more energy efficient than PC, docking stations	
o Monitors – CRT, LCD, stand-by setting, not just screen savers	
o Printing – cost, energy, paper – double sided, booklet	
o Switching off computers, monitors, at end of the day, holidays, weekends	

### Heating and Cooling

o Insulation	
o Upgraded insulation	
o Draught stops	
o Double glazing	
o Widows – tinting, eaves, overhang – reduce heat in summer	
o Window frames – aluminium *conducts heat, poor insulator), wood or PVC	
o Curtains/blinds – warmth filter light	
o Sunlight – awning, adjustable shades, binds, particularly East and West side of buildings	
o Thermostats/timers on heating	
o Ventilation vs air conditioning - Fighting cooling & heating systems	
o Not using personal fans or heaters at desk – sign of inefficient heating/cooling system	
o Location of thermostats – draughts, heat	
o Temp 20-24°C – larger range for automatic system	
o Air-changing systems	
o Location of servers – coolest part of building, ventilation, air-con	

### Lighting

o Levels of lighting – needs, activity, task lighting	
o Lighting design – zones, can turn of parts of lighting when not required, not all on or none on	
o Energy efficient bulbs - Fluorescents replacing incandescent	
o LED – exit signs	
o Reflectors installed in strip lighting, not just white paint (florescent lighting)	
o Clean light fittings	
o Location of light switches easy to use form desk, by doors/exist points	
o Lighting sensors, timers, turn off when not in use, daylight, switches/sensors for light	
o Selective removal of light bulbs, de-lamping	
o Natural sunlight - placing desks near windows, should be able to turn off lights during daytime hours, but avoid glare	
o 'Borrowed' light – windows into corridors & other spaces	

### Water

○ Systems for water saving	
○ Recycling rainwater	
○ Water efficiency and monitoring: water conservation plan, scheduled water consumption monitoring, water conservation measures	
○ Waste water management plan, attitude to waste water management	
○ Dual toilet flush systems	
○ Ecological detergents and disinfectants	
○ Water conservation when rinsing dishes, washing hands, etc.	

### Waste

○ Waste management plan	
○ Recycling – paper, metals, glass, plastic (Tick each)	
○ Recycling bins with instructions	
○ Use of organic remains for composting	
○ Measurable targets for waste reduction, water/energy use	

### Transportation

○ Public transport	
○ Car pooling	
○ Cycle, walk (Storage of bikes?)	
○ Types of cars – energy efficient? Hybrid/Electric?	
○ Cars – efficiency awareness: drive smoothly, use of air-con, short trips, extra weight, alternative fuels (EECA ads)	
○ Remote working – by Skype, video conferencing (Not travelling/flying)	

### Awareness

○ Certification of environmental quality – Qualmark, other (name)	
○ Self awareness	
○ Sticker or Posters to encourage energy conservation – “turn off”	

○ Signs advising tourists of eco-practices	
○ Energy conservation plan, energy consumption monitored, energy conservation measures	
○ Evaluation & review – sustainability measures, policy, practices – reviews of staff behaviours and attitudes	
○ Senior management visually committed	
○ Staff group – energy “champions”, from across org	
○ Part of org “story” – PR, website, brochures, annual reports etc.	
○ Policy statements - Produces an environment/sustainability report	
○ Makes marketing claims based on environmental claims	
○ Environmental education and information for wider community & stakeholders	
○ Participates in voluntary environmental programme or is a member of an environmental group	
○ Gives time/money/resources to local community groups	
○ Adopting local streams? Etc.?	

### Other

○ Tourism attractiveness	
○ Visual pollution (conformity to local vernacular)	
○ Cleanliness of public places	
○ Buy local policy - % of locally made goods used in business	
○ Quality of employment: wages, fulfilling jobs, training, career	
○ Community involvement: importance of community support, forms of community involvement	
○ Cultural promotion: willingness to provide information on local way of life, attitude of business to cultural promotion, action taken to promote indigenous culture	
○ Professional audit or inspection – third party	
○ Collect customer feedback – as part of monitoring system	
○ Ensuring visitors' experiences are memorable	