



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

Research Commons

<http://waikato.researchgateway.ac.nz/>

Research Commons at the University of Waikato

Copyright Statement:

The digital copy of this thesis is protected by the Copyright Act 1994 (New Zealand).

The thesis may be consulted by you, provided you comply with the provisions of the Act and the following conditions of use:

- Any use you make of these documents or images must be for research or private study purposes only, and you may not make them available to any other person.
- Authors control the copyright of their thesis. You will recognise the author's right to be identified as the author of the thesis, and due acknowledgement will be made to the author where appropriate.
- You will obtain the author's permission before publishing any material from the thesis.

Environmental Management in Micro and Small Tourism Enterprises: An Owner-manager Perspective



A Bay of Plenty Case Study

Sophie Rainford

*A thesis submitted for the degree of Master of Tourism and
Hospitality Management at the University of Waikato
Hamilton*

June 2007

FOR SUSTAINABILITY OF OUR NATURAL ENVIRONMENT

Abstract

This thesis seeks to gain insight into environmental management implemented by micro and small tourism enterprises and explore levels of awareness and interest among owner-managers of micro and small tourism enterprises toward schemes aiming for the environmental improvement of business. The research uncovers findings that elevate possibilities for reducing misinterpretation of terminology relative to sustainable tourism business. This research seeks to understand why the suggested lack of sustainable tourism implementation remains evident in tourism. Discussion from findings intends to draw attention to central themes relative to achieving research objectives and seeks to yield important information in the pursuit of sustainable tourism business.

A qualitative, semi-structured interview approach was used to gain in-depth and detailed perspectives from owner-managers of micro and small tourism enterprises. Owner-managers interviewed were purposively chosen using non-probability sampling. Selection was based on providing a variety of tourism businesses and physical business locations across the case study region. Overall, findings suggest that owner-managers are implementing low levels of environmental management and have limited knowledge of what implementation of environmental management specifically involves, such as, how long it takes and how much it costs. The underlying values of owner-managers demonstrate potential opportunities for further implementation of sustainable business practice. In addition, owner-managers seemed to place importance in conducting business responsibly and having minimal impact on the environment so that quality of life remains for future generations. Essentially, research findings aid in the understanding of why the suggested lack of sustainable tourism implementation remains evident in tourism and pose future avenues for research in the pursuit of sustainable tourism business.

Acknowledgements

I would like to extend my gratitude to the owner-managers interviewed in this study. Thank you very much for your time, enthusiasm and sincerity, your involvement has been greatly valued and appreciated.

I would also like to extend my thanks to my supervisors Associate Professor Alison McIntosh and Senior Lecturer Anne Zahra, and to other members of the Waikato Management School who have been of assistance throughout this process.

As well, special thanks to my friends, family and colleagues who have provided unconditional and much needed support and enthusiasm throughout this process, I appreciate you more than you know and could not have done this without you –

Thank you!

Table of Contents

Abstract	i
Acknowledgements	ii
Table of Contents	iii
List of Tables	vi
List of Figures	vi
1 Introduction	1
1.1 Introduction	1
1.2 Research Context	4
1.3 Research Problem	5
1.4 Thesis Outline	7
2 Literature Review	9
2.1 Introduction	9
2.2 Sustainability	9
2.3 Environmental Improvement Schemes	18
2.3.1 Agenda 21	21
2.3.2 Green Globe 21	23
2.3.3 Sustainable Tourism Charters	25
2.3.4 Qualmark Endorsement	31
2.3.5 Sustainable Business Network	32
2.3.6 The Natural Step	34
2.4 Environmental Management	37
2.5 Micro and Small Tourism Enterprises	49
2.6 Awareness and Interest in Environmental Management	53
2.7 Summary	57
3 Context of Research	60
3.1 Introduction	60
3.2 Background of the Bay of Plenty Region	60
3.2.1 Geography	61

3.2.2 Environment	63
3.2.3 Climate	63
3.2.4 Population	64
3.2.5 Tangata whenua	65
3.2.6 Economy	65
3.3 The Tourism Industry in the Bay of Plenty	66
3.4 Sustainable Tourism Planning in the Bay of Plenty	68
3.5 Environment Bay of Plenty Regional Council	71
3.5.1 Regional Policy Statement	73
3.6 Summary	78
4 Methodology	80
4.1 Introduction	80
4.2 Research Approach	80
4.3 Research Design	86
4.3.1 Owner-manager Interviews	89
4.3.2 Interview Design and Justification	89
4.4 Data Analysis	92
4.5 Summary	93
5 Key Findings	95
5.1 Introduction	95
5.2 Background	95
5.2.1 Owner-manager Profile	96
5.2.2.1 Owner-manager role	98
5.2.2.2 Previous Work Experience in Tourism	101
5.2.2 Micro and Small Tourism Enterprise Profile	105
5.3 Environmental Management in Micro and Small Tourism Enterprises	107
5.4 Environmental Improvement Schemes	110
5.4.1 Green Globe	111
5.4.2 Sustainable Tourism Charter	117
5.4.3 Sustainable Business Network	120
5.4.4 The Natural Step	123
5.4.5 ‘The Nature of Good Business’ (Qualmark)	125

5.5 Summary	129
6 Conclusions	132
7 References	141
8 Appendices	152
Appendix 1.1 Request for Participation letter	153
Appendix 1.2 Information Sheet	154
Appendix 1.3 Consent form	155
Appendix 1.4 Interview Script	156
Appendix 1.5 Interview Outline	157
Appendix 1.6 Background information on Schemes	158
Appendix 1.7 Anonymous list of businesses	161

List of Tables

Table 2.1: The ‘best practice’ environmental management Paradigm shift	45
Table 2.2 Views of the natural environment in Western cultures	54
Table 4.1 Example of the Variety of Micro and Small Tourism Enterprises	83
Table 5.1 Owner-manager Information	97
Table 5.2 Overview of Micro and Small Tourism Enterprises	105
Table 5.3 Environmental Management in Micro and Small Tourism Enterprises	107
Table 5.4 Micro and Small Tourism Enterprises Implementing More than 3 Environmental Management Activities	109
Table 5.5 Micro and Small Tourism Enterprises Involved in Schemes	111
Table 5.6 Micro and Small Tourism Enterprises Participating in Green Globe	113
Table 5.6 Micro and Small Tourism Enterprises Participating in Qualmark	126

List of Figures

Figure 3.1 The Bay of Plenty Region and its Territorial Authorities	62
---	----

1 Introduction

1.1 Introduction

In recent years, the concept of sustainable tourism has taken centre stage in the tourism arena. It has stimulated numerous conferences, textbooks and corporate policy statements, yet there are still relatively few examples of sustainable tourism initiatives; in other words, we have potentially failed to put theory into practice (Swarbrooke, 1999). This research aims to further the understanding of why the suggested lack of sustainable tourism implementation remains evident in the tourism sector, especially among micro and small tourism enterprises. This is because micro and small tourism enterprises are seen to make up the majority of tourism business. Specifically, this thesis seeks to answer the following questions; to what extent is environmental management being implemented in micro and small tourism enterprises; and at what level are the owner-managers of these businesses aware and interested in environmental management? Such questions could yield important information in the pursuit of sustainable tourism business.

Nodder *et al* (2002) define small tourism businesses as having 5 employees or less. Importantly, micro and small tourism enterprises are said to account for anywhere between 75% and 85% of all tourism businesses in New Zealand (Nodder *et al*, 2002). Conversely, Hwang & Lockwood (2006) classify micro-businesses with 0-9 employees, small businesses with 10-49 employees, medium-sized businesses having 50-249 employees, and large businesses with 250+ employees. Subsequently focus of this research on micro and

small tourism enterprises, justified by them making up the majority of businesses in the tourism sector, suggests the potential for them to have the most amount of negative impact on the environment.

Arguably, actions taken by owner-managers to minimise negative impacts on the natural environment are important for the long term survival of micro and small tourism enterprises. Negative environmental impacts of business activities including pollution (air and noise), waste production and water usage are seen as the responsibility of owner-managers. Consequently, the owner-managers of micro and small tourism enterprises have an individual responsibility in sustaining the earth's life systems. As such, an assessment of the levels of awareness, interest and implementation of environmental management among micro and small tourism enterprises is necessary. Thus, to gain an insight into the environmental management strategies implemented by micro and small sized tourism enterprises semi-structured interviews were conducted with owner-managers in the Bay of Plenty region, North Island, New Zealand. As an exploratory study, this thesis attempts to uncover new insights and pathways for further tourism research in the field of environmentally sustainable tourism.

Wall, (1997) suggests that "should tourism contribute to sustainable development it must be economically viable, environmentally friendly and culturally appropriate" (p. 46). While the interest in, and alleged adherence to the goal of sustainable tourism development is ubiquitous (Weaver, 2004), the discovery of common trends in the thoughts and behaviour of owner-managers of micro and small tourism enterprises is important. Weaver (2004) contends that 'sustainable tourism' and 'sustainable tourism development' are ambiguous

and malleable terms that lead to multiple interpretations. Therefore these terms can mean anything to anyone and are in danger of becoming meaningless and losing their utility for micro and small tourism enterprises. Indeed, Hunter (2002) states that many studies of sustainable tourism fail to provide an in-depth analysis of how the term is used or interpreted. Thus this study attempts to overcome that issue through the use of qualitative semi-structured interview methodology to explore levels of awareness and interest of owner-managers toward environmental improvement schemes and gain insight into environmental management implemented by micro and small tourism enterprises with the aim to move thinking forward in relation to the achievement of sustainable tourism business.

Schaper and Carlsen, (2004) state that the prevention or rectification of environmental problems should be done by individuals and businesses because it is a good thing in itself – the correct or moral choice of action – not because of any potential direct or indirect benefits which may accrue to them as a result of such actions. As a result, this research aims to explore ways in which individuals and businesses could be more proactive in engaging in environmental management without the pressure of regulations and as a future effect have less of a negative impact on the natural environment. The research context is discussed below and identifies Bay of Plenty region as the geographical area of choice and case study region for this research.

1.2 Research Context

The objective of environmental planning in the context of the Bay of Plenty region is evident in the policy and planning documents of various public sector institutions; Bay of Plenty Regional Council, Environment Bay of Plenty, Tauranga City Council, Western Bay of Plenty District Council, Eastern Bay of Plenty District Council, Whakatane District Council, and Rotorua District Council (Environment Bay of Plenty, 2006). The regional environmental agency, Environment Bay of Plenty, has an aim to promote the sustainable management of natural and physical resources for present and future generations. The Environment Bay of Plenty plans and liaises with various Bay of Plenty communities to create policies and priorities (Environment Bay of Plenty, 2006). Thus, environmental management is a significant part of local government initiatives in the Bay of Plenty region and it is generally encouraged for businesses to engage in environmental management.

Similar to the objectives of the Environment Bay of Plenty for sustainable management of natural and physical resources, the Tourism Strategy Group (as cited in Zahra, 2006) outline the following as components of sustainable tourism (or sustainable management of resources):

1. Tourism does not deplete the natural resources on which it depends;
2. The development and promotion of initiatives the efficiently use resources and environmental management systems working to meet agreed international benchmarks, such as Green Globe;
3. The monitoring and managing of visitor impacts on the environment;

4. New Zealand's environment and culture is conserved and sustained in the spirit of *kaitiakitanga*, guardianship of the land and natural resources for the benefit of present and future generations;
5. Greater integration between destination management and destination marketing;
6. Sustainability needs to be financially viable;
7. A need to balance the interests of business and the use of collective resources (p. 4).

Arguably, in encouraging environmental management in micro and small tourism enterprises the Tourism Strategy Group does not appear to make simplicity and practicality a priority in their outline of the components of sustainable tourism. As such, there is potential for ambiguity in understanding sustainable tourism and thus implementing environmental management effectively. Thus, within the current regional and national strategic frameworks, this research attempts to confirm the need for a redress of sustainable tourism to better suit the needs and concerns of owner-managers of micro and small tourism enterprises. The research problem will now be discussed below and identifies the aims of this research.

1.3 Research Problem

Environmental management may be seen as a behavioural solution for the tourism industry to improve and increase implementation of business activities that aim to minimise negative environmental impacts. Essentially this research seeks to identify what is currently being practiced, how much is known by owner-managers in respect to environmental

management and what their level of interest in environmental management is. This gives rise to two research questions:

1. How is environmental management implemented by micro and small tourism enterprises?
2. What are the levels of awareness and interest among owner-managers of micro and small tourism enterprises toward schemes which aim for the environmental improvement of business?

The first question seeks to gain insight into environmental management implemented in micro and small tourism enterprises through asking owner-managers of micro and small tourism enterprises to outline practices within their business they consider environmentally sustainable. The second question explores the level of awareness and interest of owner-managers of micro and small tourism enterprises toward schemes that aim for the environmental improvement of business. This will be assessed through informal, semi-structured interviews involving open-ended questions requesting thoughts on schemes that aim for environmental improvement of business. These schemes include:

- a. Green Globe
- b. Sustainable Tourism Charters
- c. Sustainable Business Network
- d. The Natural Step
- e. 'The Nature of Good Business' (Qualmark)

A thesis outline will now be provided below to identify main themes and further clarify the aims of the research.

1.4 Thesis outline

From the two central research questions elucidated above, this thesis has two main research objectives:

1. To gain insight into the environmental management of micro and small tourism enterprises.
2. To explore the level of awareness and interest among owner-managers of micro and small tourism enterprises toward schemes aiming for the environmental improvement of business.

Following this introduction, chapter two is a literature review that addresses the concept of ‘sustainability’ in the context of tourism and micro and small enterprises. The chapter also identifies current schemes that aim to assist in the development of environmental management in tourism. Characteristics of micro and small tourism enterprises are reviewed and related to environmental management concepts. This chapter also discusses the analysis of exploring the level of awareness and interest of owner-managers toward schemes for the environmental improvement of business.

Chapter three provides discussion on the context of this research and attempts to validate the choice of geographical region, the Bay of Plenty, in which this study has taken place. This chapter provides a background of the current situation for the tourism sector in the region and gives an overview of the Regional Council Policy Statement which seeks to address sustainability in the region.

Chapter four justifies the research methodology and provides details of the methods used in this research to achieve thesis aims. This chapter aims to explain the appropriateness, reliability and validity of the research process selected and research and analysis techniques used.

Chapter five discusses the main research findings from the selected group of informants. Results are described and interpreted in a format relative to the interview structure and research aims. Findings and discussion focuses on three concise areas; (1) a background of the owner-managers and micro and small tourism enterprises involved in the study; (2) an outline and discussion on environmental management identified by owner-managers of micro and small tourism enterprises as currently being implemented in their business; and (3) awareness and interest of owner-managers toward schemes aiming for the environmental improvement of business. Research limitations and recommendations are identified in order to determine what can be done to increase levels of effective environmental management in micro and small tourism enterprises.

Chapter six discusses and analyses conclusions of the research in relation to thesis aims through identifying and interpreting owner-manager responses to the interview questions and poses future avenues for research.

2 Literature Review

2.1 Introduction

This chapter provides a review of appropriate literature. Specifically, it addresses the concept of ‘sustainability’ and environmental management in the context of micro and small tourism enterprises. From a review of relevant literature, it seems that while there is potential for widespread interest in, and adherence to, ‘sustainability,’ scholarly discussion suggests that there is the contradiction of limited implementation in micro and small tourism enterprises. Scholars have suggested that the small size of a business is a primary reason for low the levels of implementation of environmental management in micro and small tourism enterprises. For example, Pigram (1998) states how the prevalence of small, independent industry components as characteristics of the tourism industry mean that industry wide implementation of environmental management may not be easy. Furthermore, Mckercher (1993) concurs that rather than acting as a catalyst for change, ‘sustainability’ may serve to entrench and legitimise extant policies and actions, thus exacerbating rather than resolving conservation and development conflicts.

2.2 Sustainability

Whilst the concept of sustainability is increasingly used in tourism studies, the word ‘sustainability’ is used in very different ways to mean vastly different things (Parliamentary Commissioner for the Environment, PCE, 2004) and is identified by Hall (1998) as a contestable concept with its use and application often being disputed.

‘Sustainability’ is therefore a concept that is not easy to translate into specific actions that individuals, businesses or governments can undertake (McLaren, 2003). Furthermore, critics suggest that sustainability is based on Western values and economic models developed on an anti-ecological basis, and that early visions for sustainability fail to challenge some of the basic premises that have helped us into the environmental mess we now inhabit (ibid).

Even if the term ‘sustainability’ was not specifically used until a few decades ago, Wahab & Pigram (as cited in Zahra, 2006) state that, “it is a deep rooted concept that relates to the fundamentals of life which sometimes can be obscured by the ongoing public/private debate, regulation and rationalised government intervention” (p. 277). Furthermore, McLaren (2003) warns that the term sustainability has become co-opted by the private sector and is now a ‘green’ stamp of approval for business as usual.

McKercher (1993) states that perhaps the inherent vagueness of ‘sustainability’ is its greatest weakness. It is being used by both industry and the conservation movement to legitimise and justify their existing activities and policies, although, in many instances, they are mutually exclusive (McKercher, 1993). Rather than acting as a catalyst for change, ‘sustainability’ may serve to entrench and legitimise extant policies and actions, thus exacerbating rather than resolving conservation and development conflicts (McKercher, 1993). It is suggested that the meaning of ‘sustainability’ is evolving and shaped by social and organisational institutional forces, with the focus being on the evolution of environmental practices rather than sustainable businesses (Sharma, 2002). ‘Sustainability’ is not just about the environment, but the environmental dimensions of

‘sustainability’ are essential for long term survival (Parliamentary Commissioner for the Environment, 2004).

Arguably Griffin (2002) states that “tourism has been accused of being many things: a despoiler of pristine natural environments, a destroyer of valued lifestyles and age old cultures, and an exploiter of poor nations” (p. 24), thus ignoring the true notions of ‘sustainability’ or environmental management. Tourism, it is claimed, ultimately degrades the attractive natural and cultural features of a place and thus can neither sustain the basic resources on which it relies, nor rely on itself as an industry in the long term (Griffin, 2002). Signs are emerging, however, that the tourism industry has learnt some valuable lessons on the downside of its ‘success’ and has taken steps to secure its own future. For example, codes of environmental ethics and accreditation schemes have burgeoned and environmental management initiatives have been developed in key industry sectors keeping ‘sustainability’ firmly on the tourism agenda (Griffin, 2002). Many businesses, especially those that are linked to the tourism sector rely on a ‘clean and green’ image for competitive advantage. Furthermore, if environmental realities do not meet the perceptions of overseas consumers and tourists, then economic interests in New Zealand may not be able to sustain their share of many high value markets (Parliamentary Commissioner for the Environment, PCE, 2004). Essentially it is through lack of environmental management in the tourism sector that these risks associated with ‘sustainability’ became prevalent.

McKercher (1993) argues that the tourism industry advocates a ‘development-orientated approach’ to sustainability. The belief is that the natural resource base can be consumed,

degraded or otherwise used as long as it produces wealth (McKercher, 1993). Arguably from an environmentally sustainable perspective, the natural resource base cannot be allowed to decline over time and tourism is in the unique position of both supporting and fearing the consequences of ‘sustainability’ (ibid). Fundamentally, if the global, national and local tourism industry does not take a leadership role in ‘sustainability’ and environmental management in the near future, it may not survive (ibid). Weaver (2004) provides the perspective that despite an apparently high level of engagement of ‘sustainability’ principles and practices within the tourism sector, it is doubtful whether any destinations, much less the tourism sector as a whole, can claim to have achieved a meaningful and effective level of ‘sustainability’ (p. 514). For example, Beckon (2004) identifies the region of Milford Sound, New Zealand, as an example of negative environmental impacts resulting from mass tourist visitation and also Rotorua, New Zealand as an example of potential impacts on both the environment and the community and especially on the indigenous Maori culture. McLaren (2003) states that tourism that is sustainable must be locally controlled, limited and focused on self-reliance without diminishing local resources. Therefore an understanding of local needs and impacts is required when addressing issues of ‘sustainability’ and striving for sustainable tourism.

Ham and Weiler (2002) state that sustainable tourism is tourism that is developed and maintained in a manner, and at such a scale, that it remains economically viable over an indefinite period and does not undermine the physical and human environment that sustains and nurtures it (Ham & Weiler, 2002). The construct of ‘sustainable tourism’ provides an ideal and goal to work toward, and one moreover that is widely embraced in principle, however ambiguous and elusive the term may be (Weaver, 2004). Weaver,

(2004) identifies that with the complexity of tourism systems, and the practical problems in identifying, weighting, measuring and monitoring sustainability indicators, there are associated challenges that impede sustainable tourism and thus implementation of environmental management within micro and small tourism enterprises (Weaver, 2004).

Weaver (2004) asks whether the effort to pursue sustainable tourism is worthwhile or merely an unfruitful distraction? Meanwhile, other scholars, such as Cater and Lowman (1997), state that all tourism should be ‘sustainable.’ Tourism inevitably has a price; although it can generate great wealth for both developing and developed countries, it also has the potential to damage and destroy the very resources on which it depends (Cater and Lowman, 1997). Sustainable tourism could include integrating planning that challenges the tourism industry at entry level; taking up broad issues, such as the reduction of energy-consumptive technologies (McLaren, 2003). However, such actions could likely be an impetus to halt further tourism development (ibid). Therefore, gaining insight into environmental management in micro and small tourism enterprises and exploring the level of awareness and interest of their owner-managers could assist in suggesting more effective owner-manager initiated pathways to improve implementation.

One of the biggest known concerns for owner-managers of micro and small tourism enterprises is the financial aspects of running a business. Therefore, sustainable tourism needs to be economically sustainable, because if tourism is not profitable then it is a moot question to ask whether it is environmentally sustainable – tourism that is unprofitable and unviable will simply cease to exist (Ham & Weiler, 2002). However, Hunter (2002)

states that the use of the term sustainable tourism brings with it the preconceptions and values of the user.

Distinctive variants of sustainable tourism have emerged over the last decade or so (Hunter, 2002) and terminology such as sustainable tourism and their philosophies continue to mutate (McLaren, 2003). For example, just when understanding of ‘ecotourism’ seems possible, environmentalists and futurists warn that we must develop ‘sustainable’ patterns of tourism development (ibid). Essentially, these potential ‘mutations’ of terminology may be part of the reasons for misuse or ambiguity of ‘sustainability’ among owner-managers in the tourism sector.

Pigram (1998) states that industry groupings, such as motel chains and motoring organisations, could play an important part in disseminating information on environmental policy, and adopting means of auditing compliance, and monitoring their performance in implementing environmental management strategies. The same could be said for the role of Regional Tourism Organisations (RTOs) in New Zealand. Zahra (2006) identifies how RTOs create a vital link across the tourism sector, and also play a key role in regional development. RTOs are involved in tourism planning and development, but to different extents across New Zealand, they have responsibilities for sustainable tourism development, sustainable tourism planning and destination management (Zahra, 2006).

Furthermore McKercher, (2003) states that sustainable tourism leads to management of all resources in such a way that economic, social and aesthetic needs can be filled.

Similarly, Butler (1998) states that to talk of sustainable tourism in the sense that tourism could achieve sustainable development independently of other activities and processes is being unrealistic. The notion of sustainable tourism development recognises that the earth's resources are finite and subject to a number of unprecedented threats which are global in scale (Owen *et al*, 2000). These threats include population growth, global warming, destruction of the ozone layer, degradation of the environment, the loss of biological species and habitats, and pollution in all its forms (ibid). Environmental concerns with conventional tourism development have been widely documented and are now present on a global scale: from the visual damage to coastlines due to the construction of high-rise hotels (e.g. throughout the Mediterranean), to the possible devastating effect on fragile ecological systems (e.g. Australia's Great Barrier Reef) (Lansing & De Vries, 2007). These examples highlight the ever present negative environmental impact of tourism activity (ibid). Thus, it appears that, to date, the construct of sustainable tourism has not been sufficient to minimise negative environmental impacts; hence, the search for a more refined, practical-based approach to sustainable tourism development through the implementation of environmental management. This is evidenced through the discourse of Owen *et al* (2003), Mckercher (1993), Cater and Lowman (1997), and Griffin and Delacy (2002), for example.

Owen *et al* (2000) identifies sustainable tourism development as embracing several key principles:

- Tourism is a potent economic activity which brings tangible benefits to the host community as well as to the visitor; however, tourism is not a panacea and must form part of a balanced economy.

- The physical and cultural environments have intrinsic values which outweigh their values as tourism assets; their enjoyment by future generations and long-term survival should not be prejudiced by short-term considerations.
- The scale and the pace of tourism development should respect the character of the area. Value for money and a high-quality tourist experience should be provided.
- The goal of optimum long-term economic benefit to the community as a whole should be pursued, rather than a short-term speculative gain for only a few.
- Tourism development should be sensitive to the needs and aspirations of the host population. It should provide for local participation in decision-making and the employment of local people (p. 302)

Thus, sustainable tourism development embodies a range of variables and it is important to identify at what level do owner-managers of micro and small tourism enterprises understand each variable and how they can be implemented into their business through environmental management. The underlying assumption is that owner-managers are not aware of the complexity of sustainable tourism development and tend to see it as mostly economic sustainability or environmental sustainability. Furthermore Wanhill (1998) argues, while the concept of ‘sustainability’ draws in the natural environment as an issue for the economic development of tourism, the concept of sustainable tourism development argues that issues to do with economic growth and environmental quality should not be mutually exclusive from each other.

Interestingly, Owen *et al* (2000) express grave doubts regarding the relevance of the sustainable tourism development concept given the overriding problems of ever-increasing tourist numbers and tourist movements (mass tourism). Butler (1998) asks

how could we balance the ‘needs’ of existing and potential tourists against the needs of local populations for resources and space, who should be charged with formulating such an equation (those in origin areas, present and future or those in destination areas, present and future), and what should we do if, as almost will inevitably will occur, there is disagreement over the results. Furthermore a definition of sustainable tourism as provided by Cater and Lowman (1997) states that it relates to three interconnected issues:

- (i) must not damage the environment;
- (ii) must respect social and cultural traditions in the host country;
- (iii) must be non-exploitative of local people and ensure that benefits flow to local residents.

Essentially the dominant approach to sustainable tourism is technical, rational and scientific (Tribe, 2004). Furthermore, ‘going green’ can build a platform for long-term growth by offering a better product, saving money, and raising the public image of the tourism sector (Cater and Lowman, 1997).

This section has included discussion on ‘sustainability’, sustainable tourism and sustainable tourism development. Essentially, the significant ambiguity and the apparent lack of awareness and understanding of these terms are a potential part of the low implementation levels of environmental management in the tourism sector. In addition, the New Zealand Ministry for the Environment (2005) explains that in the key messages of ‘sustainability,’ environmental management ties in with what is generally considered to be ‘sound’ business practices, such as building energy efficiency minimising waste and maximising resources, thus, is part of sustainable tourism development.

The following section provides discourse on schemes aiming for the environmental improvement of business. These schemes embody the notion sustainable tourism development and aim to assist in the process of achieving sustainable tourism through strategic implementation of environmental management.

2.3 Environmental Improvement Schemes

Very little has been written by management scholars on the meaning and operationalisation of sustainable organisations (Sharma, 2002). Griffin & DeLacy (2002) state that making SMTEs more environmentally sustainable requires action on a number of fronts, some these include:

- regulation by government which can establish minimum standards of performance with regard to the generation of certain environmental impacts;
- strategic environmental planning of tourism, supported by laws related to land use and environmental impact assessment, which can anticipate a range of potential problems and establish protective measures to prevent them arising.

Essentially, Griffin & DeLacy (2002) state that for effective sustainable development to occur throughout the tourism sector, regulation and legislation is required. While the Parliamentary Commissioner for the Environment, (PCE, 2004) identify sustainable development as an unending quest to improve the quality of people's lives and surroundings, and to prosper without destroying the life-supporting systems that current and future generations of humans (and all other species on Earth) depend on.

Furthermore, discussion of the ethics of ‘sustainability’ or sustainable development has been muted and rather replaced by an apparently general tacit acceptance that the concept of sustainable development represents a kinder and more moral or ethical approach to development (Butler, 1998). However McKercher (1993) states that on one hand, sustainable development as interpreted by industry could be used to introduce incompatible urban or commercial activities into tourism areas, which may result in the degradation of the tourism resource base. While on the other hand, the broadly based conservation movement is using environmental sustainability as a means to support the introduction of a number of pernicious land use policies that would effectively exclude many tourism activities from large areas of public lands and waters (McKercher, 1993). Butler (1998) suggests, such a situation should be cause for concern, since the implication that to be opposed to sustainable tourism, in other words engaging in high consumption forms of tourism, is to be unethical. However it is looked at, high-consumption forms of tourism are *not* sustainable (McLaren, 2003). Essentially, there is significant disparity between concerns for conventional development and sustainable tourism.

In reality, ‘mass’ tourism may be much more appropriate and less harmful in many respects to both physical and human environments, and much more beneficial with respect to the economic environment in specific situations than supposedly sustainable or ‘new’ forms of tourism such as ‘responsible’ or ‘environmentally sustainable’ tourism (Butler, 1998). Mckercher (2003) states that from the perspective of being environmentally sustainable, a more cautious approach is that the natural asset base cannot be permitted to decline through time.

Subsequently the concept of sustainable development is a holistic one; traditional separation of development and conservation (and preservation) has inevitably led to division and disagreement between proponents of these two approaches (Butler, 1998). Schemes aiming for the environmental improvement of business have emerged from earlier science-based models of sustained yield resource management, progressive conservation and integrated resource management. These models link to the notion of sustainable development by incorporating and encouraging business activities which focus on sustaining natural resources in the physical location of the business. In relation to these environmental improvement schemes, Weaver (2004) reports that sustainable tourism development was popularised through the World Conservation Strategy, the Brundtland Report, and the Rio Earth Summit of 1992 and its Agenda 21 manifesto.

Though the level of awareness of ‘sustainability’ and the techniques and technologies associated with sustainable development, which have made substantial progress, the level of actual application in tourism is still limited to a few market segments, a few destinations and, unfortunately, a few operators (Pigram, 1998). For sustainable tourism development, and consequently, effective environmental management to occur, strong partnerships need to be forged and appropriate practices need to be implemented (Owen *et al*, 2000). However, concern for ‘sustainability’ as discussed earlier, and for the environmental management which contributes to it, is argued to be emerging strongly in the tourism sector (Pigram, 1998). Of note, as identified by Weaver (2004), is the widespread engagement with ‘sustainability’ within the conventional mass tourism industry, which involves the proliferation of environmental improvement schemes such as Green Globe and Blue Flag, as well as the implementation of ‘green’ practices such as

recycling and energy use reduction. These schemes have stemmed from Agenda 21, the ‘blueprint’ for environmental improvement schemes and are part of environmental management.

The following section provides an outline and discussion of literature on the Agenda 21 manifesto and identifies its role as the ‘blueprint’ for environmental improvement schemes for business. This discussion leads into an outline of Green Globe, the first of five environmental improvement schemes examined in this study and one that recognises the need for environmental management in micro and small tourism enterprises.

2.3.1 Agenda 21

Agenda 21 is a comprehensive programme of action adopted by 182 governments at the United Nations Conference on Environment and Development (UNCED), the Earth Summit, on 14 June 1992. It provides a ‘blueprint’ for securing the sustainable future of the planet, from now into the twenty-first century (World Tourism Organisation, World Travel and Tourism Council & Earth Council, 1996). Agenda 21 is a comprehensive plan of action to be taken globally, nationally and locally by organisations of the United Nations System, Governments, and Major Groups in every area in which human impacts on the environment (United Nations, 2004). Weaver (2004) states that affiliated organisational initiatives include the adaptation of Agenda 21 to the travel and tourism industry, the creation of a sustainable tourism unit within the World Tourism Organisation, and the creation of the global Alliance for Sustainable Tourism (p. 514). The World Tourism Organisation (UNWTO/OMT) as a specialised agency of the United

Nations, serving as a global forum for tourism policy issues, and plays a central and decisive role in promoting the development of responsible, sustainable and universally accessible tourism (UNWTO, 2006). The UNWTO aims to contribute to economic development, international understanding, peace, prosperity and universal respect for, and observance of human rights and fundamental freedoms (UNWTO, 2006). The sustainable tourism unit is called the Sustainable Development of Tourism Committee and as a department, conducts extensive research and field activities in Members States to assist them in achieving a sustainable development of their tourism sector (UNWTO, 2006).

A critical assessment of the actual progress made since Rio reveals that the road ahead now seems longer than it was in 1992, due to two main factors: the rapid growth in tourist movements, actual and forecast; and the absence of public regulation and public control of tourism activities, associated with the liberal economic-development policies currently in vogue (Yunis, 2003). On the other hand, Pigram (1998) states that since the Earth Summit held in Rio de Janeiro and the adoption of Agenda 21, nations of the industrialised world are vigorously promoting best practice environmental management. A range of manufacturing firms in North America, Europe and Australia, for example, have adopted a proactive approach to environmental management with ‘best practice’ as a major corporate goal (Pigram, 1998).

However, a great deal of overlap and competition exists among the different environmental improvement schemes, as do a lack of common standards and criteria, and much consumer confusion and ignorance (McLaren, 2003). For example the Blue Flag

scheme assesses the environmental standards of individual beaches and marinas in twenty-three countries across Europe (McLaren, 2003). Green Globe is a worldwide environmental management and awareness programme open to companies of any size, type and location that are committed to improvements in environmental practice (World Tourism Organisation, World Travel and Tourism Council & Earth Council, 1996). The Green Globe scheme is identified and discussed in the following section.

2.3.2 Green Globe

Green Globe, (GG) is identified by Griffin and DeLacey (2002) as one of the more comprehensive environmental improvement and accreditation schemes which has been developed in the last decade. It is a global certification and environment programme that aims at improving quantifiable environmental performance in the travel and tourism sector (Kozak and Nield, 2004) and therefore assists in environmental management. GG is a multifaceted programme which uses a process-based system with an ISO 9000 style approach involving environmental policy; a ‘tick the box’ checklist, and sustainability performance outcomes (Griffin & DeLacey, 2002). ISO 9000 is an example of a quality system similar to benchmarking and enables an organisation to know where it is weak or strong. Benchmarking is a continuous learning process designed to compare products, services and practices with reference to external competitors and then implement procedures to upgrade performance to match or surpass these (Pigram, 1998). The broad objectives of quality systems like GG are (1) to promote quality awareness and improve performance practices and capabilities; (2) to serve as a working tool for managing performance, planning, training and assessment; and (3) to facilitate communication and

share best practice information about successful quality strategies and benefits (Kozak and Nield, 2004).

The GG certification programme was launched in November 1997 and is based on the ‘Green Globe 21 Standard’; a document that sets out the requirements needed to meet a level of environmental and socio-economic management performance which meet environmentally sustainable outcomes sought by Agenda 21 (Griffin and DeLacey, 2002). These outcomes also incorporate what is referred to as ‘triple bottom line’ principles and include management of economic, socio-cultural and environmental sustainability in a business (ibid).

There are three levels of status within the programme: Affiliate (A), Benchmarked (B), and Certified (C):

- Affiliate status is typically entry level and is roughly equivalent to the original membership status in that it reflects a commitment to the cause of sustainable tourism without any formal verification of environmental performance.
- Benchmarked status involves the preparation of an environmental performance report and confers wider benefits on the operation, including the right to use the GG logo and additional support from the GG organisation.
- Achieving certified status requires submitting to a full, independent verification of environmental performance (Griffin and DeLacey, 2002).

However, Sasidharan and Font (2001) state that despite the benefits of environmental improvement schemes such as GG, no conclusive evidence exists to support claims that

these schemes actually improve the environment or are effective in encouraging environmental management in micro and small tourism enterprises. Social science research suggests that environmental education of consumers and increasing environmental awareness does not stimulate environmentally responsible purchasing behaviour (Sasidharan and Font, 2001), hence the potential need to educate owner-managers of micro and small tourism enterprises. Furthermore, the GG scheme has been frank about avoiding governmental or international legislation and has come under fire time and time again by other environmental organisations and others in the travel and tourism sector (McLaren, 2003).

The following section will discuss the development of Sustainable Tourism Charters in New Zealand as an environmental improvement scheme for tourism businesses with an attempt to provide a localised approach toward encouraging environmental management.

2.3.3 Sustainable Tourism Charters

This Sustainable Tourism Charter is a scheme unique to New Zealand, is identified as a regionally defined, community-developed vision of sustainable tourism and incorporates environmental management in tourism enterprises. It outlines what businesses, community groups, local government, and iwi groups see as the key characteristics of a tourism sector that can exist in the long term (Ministry for the Environment, 2006). The tourism sector move towards Sustainable Tourism Charters has come about because they are cheaper, self-policing and have peer support systems (Zahra, 2006).

To give a background; in April 2005, six Regional Tourism Organisations (RTOs) were selected to take part in the government's \$1.2 million Environmentally Sustainable Tourism Project, each RTO receiving approximately \$200,000 toward developing sustainable tourism in their region (Sustainable Wanaka, 2006). The three-year project encourages these specific New Zealand regions to develop their own Sustainable Tourism Charter and help tourism operators tap into the rewards of smart environmental management with the provision of resources, knowledge and practical advice (ibid). The six regions participating in the Sustainable Tourism Project over 2005 through to 2008 are:

- Enterprise Northland
- Destination Rotorua
- Tourism Bay of Plenty
- Latitude Nelson
- Lake Wanaka Tourism
- Venture Southland/Destination Fiordland (Ministry for the Environment, 2006).

The project builds on a successful pilot programme in Northland, New Zealand, from 2003-2004 which involved the Ministry for the Environment, the Ministry of Tourism, Enterprise Northland and Northland tourism businesses (Ministry for the Environment, 2006). The first phase of the project (2003/04) involved:

- Raising awareness and understanding of 'sustainable tourism' in practice
- Developing a Sustainable Tourism Charter for Tai Tokerau/Northland

- Testing the usefulness of the Charter as a practical way for tourism operators to become more sustainable across all areas of business (Ministry for the Environment, 2006).

Comparatively, this pilot programme stems from the Rotorua Sustainable Tourism Charter which was set up in 1998 as an initiative developed by the local tourism industry to achieve sustainable tourism development and encourage environmental management. APR Consultants (as cited in Boyes, 2005) state that the vision of the Rotorua Charter is to:

“create a sustainable tourism industry by committing to continual improvement in strategies that protect the natural and physical environment” (p. 32).

While the Northland/Tai Tokerau Sustainable Tourism Charter vision was committed to continual improvement in sustainable business practices that protect and enhance the natural, cultural, social and economic environment. Signatories of the Northland Charter agree to:

1. Commit to fostering and developing mutual understanding and support between Northland/Tai Tokerau tourism industry and the community
2. Acknowledge the inseparable link between the natural environment and business success in tourism, by:
 - Ensuring that sustainability is a profitable business practice
 - By caring for ourselves, our staff and our customers

- By leading, guiding, supporting, and mentoring local small and medium enterprises
 - By working towards improved water quality, conservation and bio-diversity
 - By becoming more energy efficient
 - By innovatively working on waste issues
 - Through environmental education
 - By actively communicating with other resource users
3. Promote tangata whenua partnerships in the development of sustainable tourism in Tai Tokerau/Northland while protecting and promoting inclusive Northland cultural heritage and identity
- Actively communicating and influencing other stakeholders regarding sustainability (Enterprise Northland, as cited in Boyes, 2005, p. 59).

Phase two of the project in Northland involved the support of the Ministry of Tourism, was designed to consolidate the lessons and successes of phase one, and involved between 20 and 30 Northland businesses undergoing sustainability assessments, developing action plans, and implementing action plans (Ministry for the Environment, 2006). Industry schemes such as the Northland Sustainable Tourism Charter (Boyes, 2005) are one form of self-regulation that has attempted to address issues on whether or

not tourism businesses will adopt self-regulatory sustainable practices (Griffin & DeLacey, 2002).

A study of sustainable tourism conducted by Boyes (2005) focussed on the Northland Sustainable Tourism Charter as a behavioural solution for the tourism industry to achieve sustainable tourism. The research assessed the effectiveness of the Northland Charter in achieving sustainable tourism (Boyes, 2005) and focused on three research questions; (1) examination the lack of progress made towards the achievement of sustainable tourism development, and assesses whether the Northland Sustainable Tourism Charter is an effective option; (2) assessment of the adoption and implementation of the Sustainable Tourism Charter in Northland, including assessment of current Charter implementation measures, alongside measures adopted by global and New Zealand case studies; and (3) what is the best way forward for future implementation of the Sustainable Tourism Charter and to determine the direction the charter should take for its continued success?

The results of the Boyes (2005) study found that firstly the Charter has been successful for improving ‘sustainability’ knowledge among tourism businesses in Northland and has initiated improvements to the sustainable operation of various pilot businesses. However, the Charter may have limited success in achieving sustainable tourism due to its current scale and implementation methods. This is because the establishment of a self-sustaining group of Northland tourism businesses working towards sustainability are dependent upon:

- Establishing marketing opportunities
- Creating networking channels

- Developing economic incentive
- Monitoring and recording progress
- Offering ongoing support (Boyes, 2005).

Thus, the road to sustainable tourism and effective implementation of environmental management is potentially not as clear as Charter supporters had originally hoped.

Boyes (2005) describes behavioural solutions such as the Tourism Charters as developing methods for tourism businesses to view their operation holistically, focusing on all aspects of the physical, social, cultural and economic environments as a way to achieve sustainable tourism. Kozak and Nield, (2004) further identify weaknesses in that what these standards do not have in common is regularity in their scope, coverage and organisational effectiveness. Environmental improvement schemes have a common focus on identifying 'best practice' so that continuous improvement can be achieved, the main objectives of these schemes are to deliver better services to ensure that customers are satisfied while at the same time minimising the impact of the industry on environmental resources (Kozak and Nield, 2004). Therefore, while Sustainable Tourism Charters have provided some assistance for increasing implementation of environmental management among tourism businesses, the scheme has demonstrated levels of ambiguity which has slowed its progress and efficacy in the tourism sector, and in micro and small tourism enterprises.

As such, the following section discusses the organisation of Qualmark and its scheme; 'The Nature of Good Business' as another scheme aiming for environmental improvement of business in the tourism sector of New Zealand.

2.3.4 Qualmark Endorsement and ‘The Nature of Good Business’

‘The Nature of Good Business’ is an industry initiative encouraging tourism operators and organisations to improve their environmental, social and business performance. Guidelines and supporting information have been developed to help businesses write an Environmental Plan. The Environmental Plan has been integrated into the Qualmark Endorsement Systems, and is based on the Green Globe programme. Environmental Plan is an environmental accreditation programme which has been developed by Qualmark New Zealand Ltd. Participation in the environmental accreditation programme is aimed to help businesses improve their environmental sustainability in more depth (Knox, 2006). Over time, the goal is that all tourism businesses in New Zealand will require an Environmental Plan to achieve a Qualmark endorsement.

The organisation of Qualmark is New Zealand tourism’s official mark of quality, a tourism business can be assessed (if an accommodation provider) or endorsed (as an activity or transportation provider) (Qualmark, 2006). An endorsed provider is one that is determined by Qualmark to be ‘professional and trustworthy’, while accommodation providers are given an assessment star rating grade based on the quality of their facilities and services (ibid). The long term aim is that tourism businesses continue on and become Green Globe Benchmarked and eventually Certified all receive a higher quality score as part of the Qualmark endorsement process. (Tourism Industry Association New Zealand and The Ministry for the Environment, 2006). There are 53 tourism businesses in the Bay of Plenty region and 103 tourism businesses in the Rotorua District that are either

assessed accommodation providers or endorsed visitor activities by Qualmark (Qualmark, 2006). Essentially, while Qualmark as an organisation, is well established within the tourism sector in New Zealand, it is questionable whether ‘The Nature of Good Business’ is a useful scheme in improving levels of environmental management among micro and small tourism enterprises. Furthermore, while there is some incentive to write an Environmental Plan, this does not mean that a behavioural shift among owner-managers of micro and small tourism enterprises will occur which demonstrates the achievement of effective environmental management.

Comparatively, the following section discusses the Sustainable Business Network, a scheme aimed at promoting sustainable practices among New Zealand businesses. A scheme that is not exclusively for the tourism industry, yet is relevant in its goals as an organisation aiming for environmental improvement of business.

2.3.5 Sustainable Business Network

The Sustainable Business Network (SBN) is a forum for businesses unique to New Zealand that are interested in sustainable development practice to get together and make the implementation of environmental management happen. The SBN aims to promote sustainable practice in New Zealand and supports businesses on the path to becoming sustainable and effectively implementing environmental management. They link businesses and provide a forum for the exchange of ideas and experiences equipping members for success (Sustainable Business Network, 2006). ‘Sustainable business’ is defined by the Network as the integration of economic growth, social equity and

environmental management, both for now and for the future, and the Network has taken on the challenge of making sustainable practice ‘mainstream;’ to see business flourish through sustainable practice and to design its services, resources and activities to suit the needs of both small through to medium sized businesses (Sustainable Business Network, 2006).

When linked to the needs of the tourism sector, the degree and scope of government regulation required, found in schemes such as SBN, however, may be determined by the sector’s willingness and ability to adopt environmental management (Griffin & DeLacy, 2002). As such, the achievement of sustainable tourism and effective environmental management requires managers with knowledge and commitment to the implementation of sustainable practices (Jurowski, 2005). However, the tourism community cannot feel satisfied with the progress towards sustainable development through schemes such as SBN until existing sustainable practices in tourism are capable of expanding beyond a few niche markets while the rest of the tourism industry keeps its priority clearly on profit rather than sustainability (Yunis, 2003).

The next section provides analysis of the environmental improvement scheme ‘The Natural Step’, an international, not-for-profit organisation aimed at strategic sustainable planning and development.

2.3.6 The Natural Step

The Natural Step (TNS) scheme is a not-for-profit environmental education organisation founded by Dr Karl-Henrik Robert. Robert, a Swedish paediatric oncologist, was motivated by an anomaly he observed in his work with children suffering from cancer (Osland *et al*, 2002). To prevent cancers resulting from pollution, Robert began a process of dialogue and consensus about building social and environmental ‘sustainability’ with scientists. After numerous iterations, 50 scientists agreed on four basic, non-negotiable system conditions for ‘sustainability’ (ibid). Essentially these system conditions reflect elements of identifying how a society or an organisation can negatively impact both natural processes and biodiversity and satisfying human needs. Thus it’s applicability as a scheme aiming for the environmental improvement of business. TNS scheme is similar to Green Globe, yet is not tourism focused.

The ‘system conditions’ produced TNS framework for comprehensive implementation of environmental management and is a useful tool for capturing the benefits and liabilities of globalisation. This is because it provides for a systemic perspective that encompasses key dimensions of environmental sustainability along with inequality, labour conditions and rights, national sovereignty, and cultural and community impacts (Osland *et al*, 2002). TNS works with organisations to develop business models and practices that chart a course to a sustainable future and is supported by practical, applied and conceptual research conducted in partnership with New Zealand clients (The Natural Step New Zealand, 2006). While TNS has gained widespread popularity in Swedish society, including Swedish multinationals such as Ikea and Electrolux, limitations of TNS as a

Swedish innovation, include the notion that it may not work as successfully in other countries with different cultural values and history.

The TNS scheme complements and gives strategic direction to environmental management systems such as ISO 14001 and to programmes such as energy efficiency, cleaner production, quality assurance, ‘triple bottom line’ reporting, and local Agenda 21 initiatives (The Natural Step New Zealand, 2006). An example of a New Zealand micro and small tourism enterprise effectively implementing TNS is the Curator’s House Restaurant in Christchurch, New Zealand. Environmental stewardship philosophy is at the heart of the Curator’s House Restaurant implementing TNS Framework fitted well with the overall approach of the business, and TNS visioning process provided the owners with a conceptual model to elucidate their philosophy into a sustainability vision, and assisted them with a mechanism with which they could communicate this (The Natural Step in New Zealand, 2001). TNS scheme was implemented by focusing on the immediate issues facing the business, i.e., the “low hanging fruit”; these key issues were: waste management, supplier selection, organic versus conventionally grown food, staff transport and use of cleaning products (ibid). These were considered obvious places for environmental management to begin because waste generation/management and supply of goods in particular, are the ‘bread and butter’ of the daily operations of the restaurant; and focus on the issue of supply and waste is seen as a first vital step on the path to effective environmental management.

Essentially, TNS can give micro and small tourism enterprises a ‘recipe for sustainability’ or environmental management to easily get started and to effectively measure progress.

Furthermore, in participating in TNS there may be a realisation by owner-managers of micro and small tourism enterprises that what environmental management involves is much greater than just recycling (The Natural Step in New Zealand, 2001). The owner-managers of the Curator’s House in Christchurch agreed that using TNS had been a great benefit to them through being able to implement sustainable choices in the early stages of establishing their business, and therefore avoiding costs associated with changing established processes (ibid). “Embracing the principles of The Natural Step was itself encouraging, and undertaking it in everyday life was personally very rewarding”, and that while the goal of sustainability was often a daunting task, The Natural Step “system conditions gave certainty” in decision making and enabled them to simplify the multitude of choices that needed to be made on the journey to ‘sustainability’ and effective environmental management (The Natural Step in New Zealand, 2001. p. 7). Subsequently, while TNS scheme may have been helpful in the process of implementing environmental management within the small enterprise identified above, the scheme is not yet well known by micro and small tourism enterprises within the New Zealand tourism sector.

Essentially, to date, schemes aiming for the environmental improvement of business do not appear to have provided sufficient assistance in the effective implementation of environmental management in the tourism sector. With three of the schemes identified being funded by the public sector, (Sustainable Tourism Charter, Sustainable Business Network and Qualmark), scholarly discussion from this section suggests the need to redress the role of public sector, and regulation in the implementation of environmental management in micro and small tourism enterprises. However, Owen *et al* (2000) states

that the public sector is often a major player in the early stages of sustainable tourism development, allocating, in some cases, substantial funding and marketing resources, which, to date, has only been mildly effective. Therefore it is necessary to address the concept of environmental management in further scholarly discussion.

The next section aims to provide an identification of what it means to effectively implement environmental management in micro and small tourism enterprises.

2.4 Environmental Management

The concept of incorporating environmental management within micro and small tourism enterprises looks at specific business practices that may be considered environmentally, socially or economically sustainable. The New Zealand Ministry for the Environment (2005) explains that key messages of environmental management tie in with ‘sound’ business practices, such as building energy efficiency minimising waste and maximising resources. A study conducted by Schaper and Carlsen (2004) identified three issues that have bearing on whether tourism enterprises will adopt environmental management; (1) knowledge of appropriate practices and technologies to adopt in a certain context; (2) the perception that some benefits will arise out of adopting such practices; and (3) the existence of effective sanctions to ensure that an appropriate level of environmental performance is maintained (Griffin and DeLacey, 2002). The question arises of how individual operators can incorporate the values of ‘sustainability’ without being educated in those values by industry associations and Regional Tourism Organisations (RTOs) (Zahra, 2006). The recent trend for operator support from industry associations and

RTOs for environmental management have increased significantly in recent years and workshops and seminars on ‘sustainability’ and environmental management have been conducted throughout New Zealand, along with encouraging participation in the previously identified environmental improvement scheme, the Sustainable Tourism Charters (ibid).

An example of environmental management implementation is in a study of Vietnamese tour companies by Le and Hollenhorst (2005), who conducted qualitative research which explored the factors that influence a tourism firm’s intention to voluntarily participate in sustainable tourism business (environmental management). As there was no codified set of sustainable tourism practices or environmental management in Vietnam, a generic list of practices was created from existing programs such as the Nature and Ecotourism Accreditation Program (NEAP) in Australia, the Ecotourism Program from Costa Rica and “Green Hotel” criteria from the Hyatt Corporation (Le and Hollenhorst, 2005). The Nature and Ecotourism Accreditation Program (NEAP), for example, is based on the following principles:

1. Focuses on personally experiencing nature in ways that lead to greater understanding and appreciation
2. Integrates opportunities to understand nature into each experience
3. Represents best practice for ecologically sustainable tourism
4. Positively contributes to the ongoing conservation of natural areas
5. Provides constructive ongoing contributions to local communities
6. Is sensitive to, interprets and involves different cultures, particularly indigenous culture

7. Consistently meets client expectations
8. Marketing is accurate and leads to realistic expectations (Ecotourism Australia, 2006, p. 2).

The environmental improvement of business aims to enhance and maintain:

- The life-supporting processes (ecological systems) that provide people with good quality air, water, soil and marine life, and a viable climate. This is essential for sustaining a world that humans and other species can survive and flourish in.
- Other environmental factors that contribute to people's quality of life. What people value about the environment is always changing, but most people in New Zealand today enjoy living in a good quality environment (Osland *et al*, 2002).

Hunter (2002) identifies that any kind of improvement in the environmental functioning of tourism operations can be seen as beneficial, but environmental betterment comes in many forms and does not necessarily mean long-term 'sustainability' (p. 18). Essentially, in the tourism industry, environmental management aims to minimise any negative environmental impact caused by the business operations and places less emphasis on the dimensions of social and economic sustainability. Therefore, sustainable tourism is futile, and hence, environmental management is a more appropriate avenue for micro and small tourism enterprises.

Pigram (1998) argues that since the 1980s, the tourism industry has shown commendable preparedness to apply the principles of environmental management to its activities. The concept of an 'ecological footprint' has been developed to illustrate the demands that

people place on the environment and measures how much land a person, or a population, needs to meet their current lifestyles (Parliamentary Commissioner for the Environment, 2004). The 'ecological footprint' considers food, housing, energy, mobility requirements and demands for consumer goods and services. Parliamentary Commissioner for the Environment (2004) identifies the ecological footprint for New Zealand as been calculated at over eight hectares per person, compared with a world average of 2.3 hectares per person. New Zealand's ecological footprint is very large being 25 percent bigger than the footprints of Germany, the United Kingdom, the Netherlands or Japan (Parliamentary Commissioner for the Environment, 2004). Utilising this ecological footprint strategy for micro and small tourism enterprises could be an effective strategy as an assessment for the effective implementation of environmental management.

Schaper and Carlsen (2004) state that there is a significant moral or value-based element to the arguments as to why firms should be involved in environmental matters and environmental management provides a practical element to value-based argument. Essentially, as mentioned earlier, the prevention or rectification of environmental problems should be done by individuals and by businesses because it is a good thing in itself – the correct or moral choice of action – not because of any potential direct or indirect benefits which may accrue to them as a result of such actions (Schaper and Carlsen, 2004). Tourism throughout regions in New Zealand is fundamentally dependant upon the attractive power of a destination's natural environment, that is, its primary resources of climate, scenery, wildlife, cultural and historic heritage (ibid). Three relationships between tourism and the natural environment are said to exist: conflict, coexistence and symbiosis (Jennings, 2001).

However, Schaper and Carlsen (2004) ask why should business organisations deal with environmental matters, and why should businesses adopt a ‘greener’ perspective in their operations? A ‘greener’ and easier perspective for micro and small tourism enterprises for environmental management could be identified using a similar format as the Ministry for the Environment’s (2005) ‘Five Easy Steps Towards Sustainability’:

1. Switch off when not in use; reduce energy waste by switching off unnecessary lights and equipment
2. Green the office stationery; reduce paper use and buy stationery products that are kinder on the environment (non-bleached and from sustainable forests), and think carefully about quantities
3. Recycle all that you can; recycle paper, cans, plastics, tins, glass and food scraps can go into composting
4. Choose greener and safer cleaning products; choose products that have less impact on human health and the environment. Also reduce rubbish by choosing products with minimal and/or recyclable packaging
5. Choose energy efficient equipment and appliances.

According to Gunn (1994), tourism’s contribution to environmental stress is the responsibility of everyone, including tourism’s developers and managers. This is because the quality of place means everything to tourism’s success, and environmental degradation must be of concern to everyone involved in tourism (Gunn, 1994). Interestingly, many external stakeholders, especially government and the general community, have come to demand higher levels of environmental performance by

businesses (Schaper and Carlsen, 2004), which strengthens the case for environmental management.

Further to this, it is argued that the last two decades have seen the emergence of a discernible new market segment, the environmentally-conscious purchaser or ‘green consumer’ (Schaper and Carlsen, 2004). Hence, for effective environmental management in micro and small tourism enterprises becomes a market driver for many small businesses. Environmentally and those less environmentally-conscious businesses in tourism are increasingly required to meet and exceed this demand. As mentioned earlier, ‘sustainability’ is a terminology that is seemingly insufficient to achieve effective implementation of environmental management in micro and small tourism enterprises as it has become a term applicable to any manner of business survival, and thus is often too generalist when referring to the environmental improvement of business.

At a pragmatic level, businesses may be forced into undertaking environmental improvements by the imposition of government laws, licensing regimes, or policies (Schaper and Carlsen, 2004). Unfortunately it is laws and policies that often provide the initial “push” factor to commence environmental improvements, and therefore legislation is likely to continue to be used as a public policy tool by governments and the community for the foreseeable future (ibid). Wright, (as cited in Font and Buckley, 2001) states that the search for innovation and for cost effective ways to improve the environmental performance of the tourism sector has lead to a wide array of environmental management tools which can be used internally by companies to better design and manage their

operations, as well as monitor their results (ibid). In the context of micro and small tourism enterprises, owner-managers must perceive the advantages of implementing environmental management; or, at least, they must be convinced of the disadvantages in not pursuing this approach (Pigram, 1998).

However, environmental management cannot be maintained without resolving social, cultural and economic reasons behind unsustainable practices and inequalities that contribute to the exploitation of the environment in unsustainable ways (Parliamentary Commissioner for the Environment, PCE, 2004). Williams (1994) states that the enquiring into environmental management of micro and small tourism enterprises is important because business practices in absolute terms that would normally represent a minor environmental disturbance could be of considerable significance because of where it occurs. This is also important for modification or flexibility of environmental management strategies dependent upon the size, type and location of the micro and small tourism enterprises.

Environmental improvement schemes implemented in micro and small tourism enterprises such as Green Globe and Sustainable Tourism Charters cover a wide range of aspects of an operation including environmental, social and economic areas (Parliamentary Commissioner for the Environment, 2004). There is a vast range of steps which can be undertaken to improve the environmental performance of a business; and a number of researchers and writers have postulated an extensive set of practical measures which can be introduced into all business premises (see Schaper and Carlsen, 2004). Environmental management links into sustainable tourism through focusing on the

component of ‘must not damage the environment’ as identified by Cater and Lowman (1997). These environmental management measures may include basic elements such as paper recycling and consumption reduction; packaging issues; energy audits; economising on water, lighting, electricity and gas consumption; the nature of motor vehicle and public transport usage; involvement with environmental lobby groups; equipment purchases and usage; staff training and participation (Schaper and Carlsen, 2004). Several owner-managers of micro and small tourism enterprises may be implementing a level environmental management in their business without being involved with environmental improvement schemes. Pigram (1998) identifies tourism companies and groups that have produced their own environmental management manuals. For example, Canadian Pacific Hotels and Resorts have undertaken the development of an environmental management programme called *The Green Partnership Guide* for all its hotels in Canada (Pigram, 1998). The main objective of the programme is to institute the highest possible standards of environmental responsibility throughout the hotel chain in order to identify environmental improvements which, at the same time, could result in lower operating costs (ibid). The corporation also undertook strategies to identify those areas of hotel operations which could be changed to induce more environmentally benign practices and products, and to determine the level of support for environmental initiatives among its employees (Pigram, 1998). Such an initiative can be seen as a ‘best practice’ model in environmental management.

Governments’ apparent leadership in environmental protection can help foster and reinforce proactive corporate behaviours (Branzei & Vertinsky, 2002). The elements in environmental management and the changes needed to implement the concept can best be

explained using a framework for organisational analysis (Pigram, 1998). Table 2.1, sourced from Pigram (1998) depicts the shift necessary from the existing approach to environmental management to one based on ‘best practice’.

Table 2.1 The ‘best practice’ environmental management paradigm shift.

Superordinate goal	Efficiency	Excellence
	Old	New
Style	Formal: <ul style="list-style-type: none"> • command and control; • environmental low priority and low priority of CEO. 	Committed: <ul style="list-style-type: none"> • CEO vision, personal commitment and leadership; • Demonstrated priority for senior management.
Structure	Rigid: <ul style="list-style-type: none"> • Steeply hierarchical; • Weak or no links between OH & S, environmental and production management 	Flexible: <ul style="list-style-type: none"> • devolution of environmental responsibility; • flatter, team orientated; • integration of OH & S, environmental and production management.
Strategy	Reactive: <ul style="list-style-type: none"> • meet regulations, focus on end-of-pipe; • no specific environmental policy; • closed door to community. 	Proactive: <ul style="list-style-type: none"> • link between environmental excellence and competitiveness; • emphasis on continuous improvement; • ‘open door’ to community.
Systems	Environmentally exclusive: <ul style="list-style-type: none"> • minimum required to meet regulations. 	Environmentally inclusive: <ul style="list-style-type: none"> • comprehensive environmental management plan; • formalised communication links with community.
Staff	Directed: <ul style="list-style-type: none"> • performance measured by cost; • no sense of ownership. 	Empowered: <ul style="list-style-type: none"> • environmental criteria in performance appraisal; • pride in activities in the firm.
Skills	Functional: <ul style="list-style-type: none"> • production and waste control. 	Problem-solving: <ul style="list-style-type: none"> • integrated approach to improvement; • innovation, problem solving skills highly regarded.

(Pigram, 1998)

Essentially, a ‘best practice’ approach to ‘excellence’ in environmental management means a more flexible, proactive, empowered and problem solving approach. However,

some of the guidelines highlighted in the table could be more basic and practical, in order to make it easier for owner-managers of micro and small tourism enterprises to understand and implement. Therefore, being a helpful and easy tool that assists with implementation of environmental management, rather than a time consuming exercise.

Furthermore, Pigram (1998) identifies how the tourism sector appears to be accepting that future prosperity relies heavily on the maintenance of the environmental qualities on which it depends. Moreover, in a more environmentally aware world, ‘green tourism’ or environmental management, not only offer new experiences and opportunities, but make economic good sense in terms of reduced waste and lowering operating costs (Pigram, 1998). Although, Le and Hollenhorst (2005) state how it is believed that sustainable tourism and environmental management can only be achieved through cooperation among government agencies, host communities, tourism businesses, and tourists themselves. Pigram (1998) identifies one goal of environmental management as not having all tourism businesses adopting the same approach to environmental management, so much as encouraging all owner-managers to simply do better environmentally. Furthermore it is believed that when businesses perceive governmental actions as credible and as an effective means to alleviate their negative environmental impact, they will be more strongly motivated to adapt their voluntary initiatives in response to governmental regulations (Branzei & Vertinsky, 2002).

For example, Wright (as cited in Font and Buckley, 2001) identify how the Canadian Tourism Commission (CTC), the federal body responsible for tourism in Canada initiated a tourism ‘product club’ programme designed to foster partnering opportunities for small

and medium sized businesses. This club focussed on a range of activities from human resource development and training, to product packaging, to establishing environmental accreditation for the industry. Furthermore, some of the ‘product clubs’ have developed codes of standards as a form of quality control and all nature based tourism product are expected to adhere to Canadian Biosphere Reserves Association tourism criteria and exceed all applicable government environmental laws and regulations (Wright, as cited in Font and Buckley, 2001). However, Pigram (1998) states that in reality, the expertise, expense and long-term commitment of resources involved in lifting environmental management performance inevitably mean that the adoption of ‘best practice’ environmental management is ‘currently, a minority activity, confined, in the main, to a few large firms.

The degree to which environmental management standards are adopted by businesses depends on the general acceptability of the ‘sustainability’ concept within a culture and a country (Branzei & Vertinsky, 2002). Therefore, compared to businesses in developing countries, businesses in developed countries would be more likely to adopt environmental management standards that help promote long-term environmental sustainability. This is due to economic and technological factors dominating concepts of modernity in developed countries (ibid).

A global trend toward environmental stewardship, a key element of which is environmental auditing, and the perceived benefits to be gained is reflected in an argument for the development of environmental management plans, and incorporating

monitoring mechanisms for tourism resorts (Pigram, 1998). Pigram (1998) states that benefits of environmental management plans include:

- Cost saving, through reduced reliance on raw materials, elimination of wasteful practices, and avoidance or minimization of legal liabilities for breaches of regulations;
- Enhanced public image from constant environmental performance and demonstrated sound corporate citizenship;
- Incremental improvements in operational practices emanating from routine auditing procedures; and
- Enhanced environmental awareness within and beyond the workplace (p. 124).

The private sector currently provides the impetus in the development of sustainable practices (Cloesen, 2003). However, the extent of environmental management among the private sector appears to be negligible. The challenge, therefore, is to raise concern for the environment among the smaller and more numerous establishments such as micro and small tourism enterprises, and achieve something of a ‘trickle down’ effect in the spread of environmental management to all levels of the tourism sector (Pigram 1998). Within the concept of environmental management, Branzei and Vertinsky (2002) further identify some businesses adopting pollution reduction measures in order to meet governmental policies and regulations while other businesses seek competitive advantages based on environmentally friendly technologies and practices. Those businesses devote persistent efforts and resources to addressing environmental issues internalising environmental values and developing environmental management and practices (Branzei and Verinsky, 2002).

The wide diversity and scale of tourism operations and the prevalence of small, independent industry components as characteristics of the tourism industry mean that industry wide implementation of environmental management may not be easy (Pigram, 1998). For example, even the term ‘resort’ has different meanings and can refer to large integrated establishments, individual members of a corporate group, or small independent ‘mum and dad’ enterprises (ibid). The tourism industry is ‘a fragmented, competitive, high-risk industry, dominated in tourist destinations by many, small, family-operated firms’ (ibid) as a consequence, the nature and structure of the tourism sector can act as a barrier to the adoption of environmental management.

The following section will define and discuss the issues relating to micro and small tourism enterprises and their operations in relation to the implementation of environmental management. This section will highlight common issues for micro and small tourism enterprises in the business environment of the New Zealand tourism sector.

2.5 *Micro and Small Tourism Enterprises*

Micro and small tourism enterprises in both industrialised and developing countries are a rapidly expanding and dynamic sector of regional tourism industries (Ateljevic and Doorne, 2003). Ahmad (2005) states that micro and small tourism enterprises dominate the tourism sector and that there is only a small body of literature which deals specifically with micro and small tourism enterprises and their behaviour toward environmental management (Schaper and Carlsen, 2004). Micro and small tourism enterprises are

considered to be dominated by family businesses and owner-managers whose motivations have been found to encompass a spectrum that runs from commercial goals and policies to lifestyle intentions (Wanhill, 2004). However, it is suggested by Wanhill (2004) that family businesses have limited market stability, low levels of capital investment, weak management skills and are resistant to advice or change making them financially vulnerable in the sense that the value of the business is largely based on intangible assets. Comparatively, Thomas (2000) identifies the relative importance of micro and small tourism enterprises in terms of employment generation and being a significant and buoyant component of the tourism industry, however, they remain under-researched.

Nodder *et al*, (2002) broadly identifies micro and small businesses as being businesses with 5 employees or less; and clarifies that there are problems in defining ‘small business’ in that there is no commonly recognised definition (Curran and Blackburn, 2001) and most commonly they are defined based on employee numbers. Comparatively, Hwang & Lockwood (2006) state that there appears to be no single agreed definition on what constitutes a micro and small tourism enterprise; and that their research has adopted a definition which determined that a medium sized enterprise be interpreted as a business with less than 250 staff, while a small business interpreted as a business with less than 50, and a micro business with less than 9 employees. Therefore a micro and small tourism enterprise is defined in this study as a tourism business with 49 employees or less.

Hwang & Lockwood (2006) identify areas of common concern to micro and small tourism enterprises which include administrative regulations, access to finance and a lack of skilled labour. Ignoring issues such as this may restrict the kinds of definitional

strategies for defining the micro and small business which can be used leads to adopting definitions which may lead to poor or inaccurate analyses of research (Curran and Blackburn, 2001). For example, a recent national profile of businesses in Australia identified micro and small businesses as businesses employing less than 19 persons in existence, located mainly in the food and beverage, accommodation, travel and tourism sectors, and representing almost 92% of all tourism businesses in Australia (Schaper and Carlsen, 2004). While it is hard to gauge the overall environmental effect of micro and small tourism enterprises around the world, it has been claimed that they may be responsible for up to 70% of global environmental pollution (Schaper and Carlsen, 2004). Therefore, the importance for micro and small tourism enterprises to effectively implement environmental management is crucial to the long-term survival and prosperity of the New Zealand tourism sector, and hence, forms a central premise of this thesis.

Other issues with micro and small tourism enterprise research, which partially render them under-researched, are that (i) there are rarely up-to-date lists available of relevant micro and small tourism enterprises from which to recruit a convincingly representative sample; (ii) owner-managers of micro and small tourism enterprises are busy people, often under considerable pressure and may not be too sympathetic to requests from researchers for some of their time; (iii) some business owners are sceptical about the relevance of research, especially academic research (Curran and Blackburn, 2001). The owner-managers of micro and small tourism enterprises are often married couples which have been described as ‘copreneurs’ and their incomplete management expertise is no help in dealing with a difficult business climate in respect of successfully securing finance and penetrating the market (Wanhill, 2004). Micro and small tourism enterprises

appear to have a widespread inability to think more than one year ahead and so act as ‘price-takers’ in the manner of the perfectly competitive economic model, because they are unaware of market trends (Wanhill, 2004). Thus the owner-managers foreseeing issues associated with not implementing environmental management in their business may not easily eventuate.

Komppula (2004) identifies operating goals as two factors which clearly differentiate between family, lifestyle and business: 1) an emphasis on maintaining high moral standards and quality service; and 2) maintaining profitability. Micro and small tourism enterprise performance is thus substantially influenced by the individual characteristics and behaviour of the owner-manager (Komppula, 2004). Micro and small tourism enterprise growth and/or change motivation is determined by subjective factors (perceived ability, need and opportunity), which influence motivation and direct behaviour, as well as objective factors (ability, need and opportunity) that only partly determine subjective perceptions (Komppula, 2004). Nevertheless, they have important direct effects on actual implementation of effective environmental management.

Consequently the ‘family business’ as a common type of micro and small tourism enterprise encountered has been defined by Getz *et al* (2004) as an enterprise which, in practice, is controlled by members of a single family. This can encompass businesses that involve only one owner, often called ‘sole proprietorship’ enterprises and definitional complications arise when non-family members are involved in management or ownership. Comparatively to the definition of micro and small tourism enterprises and while many family businesses in tourism are micro or small sized, the definition of

‘family business’ is not restricted to the size of the business and some could be referred to as medium or large sized businesses.

Komppula (2004) states that in practice, micro and small tourism enterprises such as bed and breakfast operations, generally pursue a number of economic and non-economic objectives such as lifestyle, income levels, job satisfaction, working hours, control and flexibility. Owner-managers of micro and small tourism enterprises invariably have objectives, but they do not always make them explicit, which tend to relate to personal rather than business criteria (Komppula, 2004).

Furthermore, as much of the research into the environmental management of micro and small tourism enterprises is found outside the tourism discipline, this study draws on wider literature (that is, research on small to medium enterprises in many other industries) as well as tourism specific data. The following section provides literature addressing levels of awareness and interest of owner-managers in micro and small tourism enterprises toward environmental management in the New Zealand culture.

2.6 Awareness and Interest in Environmental Management

It is considered that national culture influences relationships among economic, social and natural environments and shapes the environmental values held both collectively and individually in a society, as well as the social expectations regarding owner-manager actions toward environmental management (Branzei and Vertinsky, 2002). Views of natural environmental paradigms that have influenced the relationships between nature,

economy and society in Western nations such as New Zealand and Australia are shown in table 2.2 below.

Table 2.2 Views of the natural environment in Western cultures

Context	Narrow economic self-interest	Firms' social responsiveness	Conservation of natural ecosystem
Western nations	Dominant social paradigm Anthropocentric values. Unlimited progress based on exploitation of natural resources.	Reform environmentalism Ecological sustainability. Corporate activities seek to balance economic returns and environmental risks. Firms comply or exceed environmental policies and regulations for environmental protection, develop principles of responsibility and implement environmental actions.	Radical environmentalism Bio-centric values. Forgoing economic advancement for natural harmony.
'Universal' attitudes	Means to human ends Man 'attempts to master, to grasp its inner workings so as to control and utilize it for man's ends'. Nature becomes 'tamed and harnessed for the goals of human civilization'.	Objective support for human activities Nature offers a physical support for human activities and becomes a means to increase human freedom.	Mythico-religious submission to nature Nature represents an ambiguous, inescapable force that sustains and pervades man's life. Humans fear and obey nature's mysterious force.

Essentially, the common view in Western societies such as New Zealand is that the natural environment is allowed to be exploited in the interest of encouraging economic progress. Regardless of whether people have strong environmental values, it is also important to highlight how they value other things that rely on environmental quality. For example, clean air and access to clean water, food and shelter and a secure supply of energy are all linked to the health of the environment (Parliamentary Commissioner for the Environment, PCE, 2004). People who care about the lives of their children, and their children's children, are also likely to be concerned or aware about the future world that they will live in. There is a growing appreciation of the economic value of New

Zealand's environmental image, an image which could be worth billions of dollars each year, is particularly important for the primary production and tourism sectors that market 'brand New Zealand' to the world (Parliamentary Commissioner for the Environment, PCE, 2004). Hence, there is potential for owner-manager interest in environmental management to grow to a high level of effective implementation among micro and small tourism enterprises.

Furthermore, the Parliamentary Commissioner for the Environment (2004) suggests that in recent reports, a majority of New Zealand citizens today have a growing desire to maintain the quality of the natural environment they live in. The Royal Commission on Genetic Modification during 2000-01 highlighted seven values that they believed were common to a majority of New Zealand citizens. Two of these were (as cited in Parliamentary Commissioner for the Environment, PCE, 2004):

- **The uniqueness of Aotearoa New Zealand:** recognising features such as its relatively low population density and its ecosystems, flora and fauna.
- **Sustainability:** recognising the need to sustain our unique but fragile environment for generations yet to come, and that an environment that is cherished and cared for is not just a survival mechanism; it is also for many a source of spiritual and cultural hope (p. 24).

Therefore, this in-built concern for the natural environment suggests an opportunity for improving implementation levels of environmental management in micro and small tourism enterprises through appealing to the cultural values of New Zealand citizens. For example, in consultation with development of an 'Oceans Policy' (as cited in

Parliamentary Commissioner for the Environment, PCE, 2004) it was suggested that citizens of New Zealand value such things as:

- The natural character of New Zealand's oceans, including their beauty, power and tranquillity
- Opportunities provided by the ocean for enjoyment and to support the needs of present and future generations
- The cultural and historical connections people have with the ocean as a source of national identity).

Furthermore, it is suggested that a strong conservation movement in New Zealand has also contributed to the establishment of many national parks and reserves that make up almost a third of the country (Parliamentary Commissioner for the Environment, 2004). Discussions about quality of life in New Zealand are often linked to a 'clean and green' environmental image. Growing concern about the importance of this image is reflected in the way this phrase is so frequently used which suggests that New Zealand citizens do have a reasonably strong and growing appreciation for the quality of the environment they live work and play in (ibid). Thus New Zealand's natural environment is also connected to a sense of national identity for many citizens. Interestingly, concern for the natural environment tends to be higher in economically buoyant times while health, education and employment appear to hold more weight during adverse economic conditions (Parliamentary Commissioner for the Environment, 2004). Nonetheless, just because people are aware of or are interested in something does not mean that they will always take good care of it, sometimes other priorities simply take over (ibid). For example, a recent study suggested a slight overall decline in how far people are willing to

go to protect the natural environment, this may suggest that many people are not prepared to live in a way that is consistent with what they truly value (Parliamentary Commissioner for the Environment, PCE, 2004). Therefore, while an owner-manager of a micro and small tourism enterprise may identify him/herself as having a high regard and interest in protecting the natural environment and implementing environmental management in their business, their daily business operations may suggest different areas of concern or inconsistencies with what they truly value.

Thus, in the aim of obtaining insight and validation into environmental management implemented in micro and small tourism businesses, and exploring owner-manager awareness and interest in schemes aiming for environmental improvement of business further research was needed.

2.7 Summary

This chapter has provided a review of relevant literature to build a case for researching environmental management in micro and small tourism enterprises. The concept and limitations of ‘sustainability’ have been addressed and discussed, drawing on the discourse of tourism scholars. Consequently, an argument for improving ‘sustainability’ of tourism through implementation of environmental management in micro and small tourism enterprises has been generated. Whilst ‘sustainability’ may be an ambiguous and futile objective, environmental management could provide a more practical approach to the pursuit of sustainable tourism business.

As such, scholarly discussion on schemes aiming for the environmental improvement of business have been outlined and evaluated in terms of levels of effectiveness as initiatives for environmental management in micro and small tourism enterprises. These have included Green Globe, Sustainable Tourism Charters, Sustainable Business Network, Qualmark and The Natural Step. Green Globe, the Sustainable Tourism Charters and Qualmark are tourism focussed schemes that have made an effort to improve implementation levels of environmental management. However, a review of relevant literature suggests that schemes do not appear to have ensured a commitment from owner-managers toward a considerable reduction in business activities causing negative environmental impacts. Hence, the need to focus research on owner-managers of micro and small tourism enterprises to; (1) gain an insight into their current levels of environmental management; and (2) explore their awareness and interest in schemes aiming for the environmental improvement of business; thus yielding important information for sustainable tourism development and posing avenues for further research.

As the largest and rapidly expanding sector of regional tourism sectors (Ateljevic and Doorne, 2003) micro and small tourism enterprises dominate the tourism industry (Ahmad, 2005) and yet there is only a small body of literature devoted to uncovering their characteristics and motivations (Schaper and Carlsen, 2004). Micro and small tourism enterprises are important in terms of their significance and buoyancy (Thomas, 2000) for the New Zealand tourism sector, and thus, are important to research and understand to ensure that inefficiencies are overcome and strengths capitalised upon in relation to environmental management. Therefore, research seeks to clarify

environmental management as a behavioural solution for owner-managers in the tourism sector, and more specifically, in micro and small tourism enterprises.

McLaren (2003) states that tourism today is incompatible with life tomorrow, and if an industry is to be made consistent with ecological and human principles, then we must examine it thoroughly, both pros and cons, and must be prepared to re-think what may well be a fundamentally flawed process: as ultimately, all tourism greatly costs the earth. Therefore, effort must be made to minimise the costs of tourism on the natural environment through effective implementation of environmental management. As a result, this research seeks to identify environmental management that is currently being practiced in micro and small tourism enterprises, how much is known by owner-managers in relation to environmental management and what are their levels of interest in environmental management? The next chapter of this thesis will identify the context in which this research has been based.

3 Context of Research

3.1 Introduction

This chapter describes the context of the research, that is, a case study of the Bay of Plenty region and seeks to demonstrate applicability of the region for this research. A general background and outline of the tourism sector of the Bay of Plenty region is provided, and aims to identify regional characteristics and the importance of tourism as validation for choosing this region as a case study. Furthermore, regional environmental policy initiatives supportive of environmental management are identified, followed by an outline of the regional business environment and local government initiatives for 'sustainability' and environmental management.

3.2 Background of the Bay of Plenty Region

Many aspects of the physical, socio-cultural and economic environment in the Bay of Plenty are important to the tourism industry. Essentially, tourism is one of the mainstays of the Bay of Plenty economy, with the geothermal activity, especially in Rotorua, and the Maori culture attracting international as well as domestic visitors (Career Services, 1998). Thus, the Bay of Plenty is an effective case study region for exploring environmental management in micro and small tourism enterprises.

3.2.1 Geography

The greater Bay of Plenty region encompasses a land area of 12,447 square kilometres in the centre of New Zealand's North Island (McDonald & Patterson, 2003). The eastern boundary of the region follows the Bay of Plenty coastline while the west, south and southeast boundaries are formed respectively by the Waikato, Hawke's Bay and Gisborne regions (ibid). The region is characterised by volcanic activity and has numerous volcanoes, thermal pools and geysers (ibid), and therefore, requires effective management by owner-managers of tourism businesses to ensure long term survival and enjoyment of these natural assets. As such, there is a greater need for widespread implementation of environmental management among micro and small tourism enterprises in this region.

Figure 3.1, below, illustrates the boundaries of the Bay of Plenty region, and the territorial authorities: Rotorua, Whakatane, and Opotiki. The region is administered by Environment Bay of Plenty (regional council), with local issues handled by seven district councils; Tauranga, Western Bay of Plenty, Rotorua, Whakatane, Kawerau, Opotiki, and Taupo (The University of Auckland, 2006).

Figure 3.1 The Bay of Plenty Region and its Territorial Authorities



(Source: Statistics New Zealand, 2007)

The responsibilities of the district councils include; management of natural resources, environmental planning and all regulations administered at a regional level (The University of Auckland, 2006). Furthermore, district councils are to provide local services such as water, rubbish collection and disposal, sewage treatment, parks, reserves, street lighting, roads and libraries (ibid). Thus, district councils in this region can play an important role in endorsement of environmental management of businesses, and as identified above, provide services that are consistent with ‘sustainable development of the region, including an interest in ensuring industries such as tourism have appropriate infrastructure.

3.2.2 Environment

The natural environment is a significant part of the Bay of Plenty region and is characterised by a diverse physical geography including 9,509 square kilometres of coastal marine area (Environment Bay of Plenty, 2007). Volcanic landscapes, including plateaus, cones and lakes dominate the area around Rotorua, in the east, steep native forested terrain defines the Te Urewera National Park and the Ruakumara Ranges, coastal lowlands and floodplains extend from Waihi Beach in the west to Opotiki in the east and exotic pine plantations cover large parts of the volcanic plateau between Rotorua and Taupo (The University of Auckland, 2006). Volcanic and other natural resources are continually being utilised by tourism in this region. Thus, it is important for the micro and small tourism enterprises operating in the Bay of Plenty to implement activities that provide minimal negative impact on the natural environment.

3.2.3 Climate

The Bay of Plenty climate is largely influenced by the eastward movement of weather systems and the bold topography of New Zealand. In particular, the high country of the central North Island provides shelter from the prevailing winds that cross the country from the southwest. As a result, the Bay enjoys sunny weather with frequent dry spells and light offshore winds. Tauranga, for example, receives 200 hours more sunshine per year than Auckland (The University of Auckland, 2006). At times, however, the Bay of Plenty is exposed to northerly and north-easterly airstreams that are very humid and produce heavy rainfalls (ibid). McDonald & Patterson (2003) identify the climatic conditions of the Bay

of Plenty to play a key factor in attracting people to the region for both migration and tourism.

3.2.4 Population

In the 2001 census, the Bay of Plenty regional population was 239,412 or 6.4 percent of New Zealand's total population (McDonald & Patterson, 2003). The Bay of Plenty region is the third fastest growing region in New Zealand with the resident population increasing by 6.7 percent between the 1996 and 2001 census (ibid). The majority of people living in the Bay of Plenty were in the 15-64 age bracket, with those older than 65 making up a slightly higher proportion than the national average (The University of Auckland, 2006). The ethnic composition of the region is dominantly of European descent, but also includes a Maori population that exceeds the national average (ibid). Projected population growth for the region is estimated at 28% by 2026, slightly above most other regions in the country, with more than two-thirds (68%) living in the main urban centres of Tauranga, Rotorua, and Whakatane, (ibid) and the majority of population growth has occurred on the western half of the region, particularly Tauranga and the Western Bay of Plenty districts (McDonald & Patterson, 2003). Thus, as this region depends heavily on the economic benefits of tourism, with a growing population it is important to ensure that natural resources are protected, and that micro and small tourism enterprises, (being the majority of tourism enterprises) engage in effective environmental management, aiming to significantly reduce business activities with negative environmental impacts.

3.2.5 Tangata whenua

As the tangata whenua (indigenous people of the land) of the Bay of Plenty region, Maori tend to have a strong spiritual bond to the land, especially ancestral land that may be owned by whanau, hapu and iwi (Boyes, 2005). Within the Bay of Plenty region there are ten iwi groups, the largest being Te Arawa in Rotorua followed by Tuhoe, centered in the eastern Bay of Plenty. Other iwi include Ngati Pukenga, Ngaiterangi, Ngati Ranginui, Ngati Awa, Ngati Manawa-Ngati Whare, Ngai Tai, Whakatohea and Whanau-a-Apanui (Te Puni Kokiri, 2001). With such significant representation of indigenous people in this region, and thus, a high level of indigenous involvement in the tourism sector, tangata whenua play an important role in assisting effective implementation of environmental management in micro and small tourism enterprises.

3.2.6 Economy

The Bay of Plenty economy has a comparative advantage in tourism, forestry, horticulture and dairy farming with tourism being the region's most prominent industry (McDonald & Patterson, 2003). Rotorua is the main tourist destination in the region, with geothermal wonders, Maori culture and easily accessible outdoor pursuits as the key attractions (ibid). The region accounts for more than 10 percent of total guest-nights nationally. Forestry and logging wood and wood product processing, and paper and paper product processing are also major industries in the region (ibid). The Bay of Plenty region has an estimated 30 percent of the central North Island forests and includes the Kaingaroa State Forest, nearly all of the forest milled is radiata pine. Favourable climate, soil, topography and a well-established roading system are key factors behind the success of forestry in the region (McDonald & Patterson, 2003). The region's temperate climate sustains a significant

horticultural industry and more than 75 percent of the country's kiwifruit production is undertaken in the Bay of Plenty (ibid). Other sub-tropical fruit grown include tangelos, nashi, avocado, feijoas, tamarillos and passionfruit. The 1997-98 GDP of the Bay of Plenty region is estimated to be \$5.6 billion or 5.7 percent of the national GDP (McDonald & Patterson, 2003). Therefore, as a region thriving on natural assets for economic growth it is important that businesses operating in the region, such as micro and small tourism enterprises engage in environmental management in the pursuit of sustainable tourism business. The following section outlines the tourism industry in the Bay of Plenty.

3.3 The tourism industry in the Bay of Plenty

In the Bay of Plenty, tourism is one of the region's major industries. In 2004, there were 3.78 million visitor nights in the Bay of Plenty region, of which domestic visitors accounted for 78.1% and international visitors for 21.9%. Total expenditure was \$411.2 million (Career Services, 1998). The tourism sector in the Bay of Plenty is expected to show strong growth. By 2011, the number of guest nights is expected to reach 4.25 million, with much of the increase coming from international visitors. Expenditure is expected to rise to \$553.4 million by 2011 (Career Services, 1998). For example with this growth in tourism, the large retail and distribution industry, and recreation services will benefit and employment in the recreation services sector has increased steadily and employed 5,320 'Full Time Equivalents' in the Bay of Plenty in 2005 (ibid)

There are two organisations involved in the development of tourism in the Bay of Plenty region, Tourism Rotorua and Tourism Bay of Plenty. Both are 'Regional Tourism

Organisations' (RTOs) and are important for the development and operation of the tourism industry in the Bay of Plenty as they market the destination, conduct research and provide advice for tourism businesses (Boyes, 2005). Tourism businesses operating in the Bay of Plenty are dominated by the accommodation, restaurants and café sector (McDonald & Patterson, 2003). The Bay of Plenty region has a wide range of accommodation options to suit any type of traveller, accommodation providers are mostly motels and caravan/camping facilities, but also include hotels, backpackers, bed and breakfasts, farm stays, home stays and luxury lodges (Tourism Bay of Plenty, 2007).

The strengths of the Bay of Plenty region as a tourism destination include volcanic activity, Maori culture, the pleasant climate and scenic coastline which all attract visitors to the region (Career Services, 1998). Rotorua is one of the oldest tourist destinations in New Zealand and in the nineteenth century visitors flocked to the district to see the famous pink and white terraces before the eruption of Mount Tarawera in 1886 destroyed them. Nowadays visitors observe geysers, bubbling mud pools and experience the sulphur-infused exhalations of the earth (ibid). Essentially, the natural resources of the region have long since attracted visitors and play an important role in maintaining and growing the prosperity of tourism. Thus, environmental management implemented in micro and small tourism enterprises in this region is imperative.

Furthermore, other natural assets include the waters around the Bay of Plenty attracting divers and big-game-fishing enthusiasts from around the world and inland, Te Urewera

National Park, 212,675 hectares in total, providing extensive areas of native bush, and home to some of New Zealand's endangered birds such as the Kokako. The region's numerous rivers provide jet boating and white-water rafting experiences while arts and crafts, restaurants and wineries provide attractions of a more leisurely nature (ibid). Thus, as a destination, the Bay of Plenty has much to offer visitors in terms of outdoor activities.

Essentially, the Bay of Plenty region is a tourism destination, of which domestic visitors are the majority who are attracted by the natural assets of the region. The Bay of Plenty tourism sector has developed due to consumer demand and been driven by economic factors which has resulted in many businesses operating by consuming the physical and socio-cultural environment, with little awareness of the impacts they are causing (Boyes, 2005). To be economically viable in the future, the tourism sector needs to become aware of negative environmental impacts and look to engage in effective environmental management (ibid). The following section addresses sustainable tourism planning in the Bay of Plenty and provides an outline of local initiatives to assist in sustainable tourism planning.

3.4 Sustainable Tourism Planning in the Bay of Plenty

Tourism Rotorua and Tourism Bay of Plenty are Regional Tourism Organisation in the greater Bay of Plenty region. Both organisations, in recent years have become proactive and supportive of sustainable tourism development and are instrumental in the implementation of a Sustainable Tourism Charter which encourages environmental management (see section 2.3.3 for evidence of this support). The Charter scheme is funded

by the New Zealand central government and is a joint initiative of the Ministry of Tourism and Ministry for the Environment aiming to assist tourism businesses in reaping the benefits of incorporating smart sustainable business practices into their operations (Tourism Bay of Plenty, 2005).

One of the objectives of the Sustainable Tourism Charter is to raise the profile in the region of the need for sustainable tourism through showing the public that being wise to environmental needs goes ‘hand-in-hand’ with future business success (Tourism Bay of Plenty, 2005). Similarly, the ‘Rotorua Sustainable Tourism Charter’ is an approach to adopt sustainability and requires member businesses to commit to a statement of intent to protect the physical (environmental/ecological) and social/cultural environment; in turn achieving long-term viability and economic prosperity of the Rotorua tourism industry (Rotorua Sustainable Tourism Charter, 2006). Essentially the Sustainable Tourism Charter has taken an incremental approach in that some improvement towards sustainability is better than no improvement at all. Boyes (2005) suggests that the focus of the Charter is on what businesses can do in their own backyard, as opposed to reaching a certain standard which may be a more effective approach to environmental management.

A move towards sustainable tourism planning in the context of the Bay of Plenty region is evident in the policy and planning documents of various public sector institutions; Bay of Plenty Regional Council, Environment Bay of Plenty, Tauranga City Council, Western Bay of Plenty District Council, Eastern Bay of Plenty District Council, Whakatane District Council, and Rotorua District Council. An example of sustainable planning and development is the concept of ‘SmartGrowth’ as a programme aimed at developing and

implementing a plan for managing growth in the Western Bay of Plenty (SmartGrowth, 2001). The programme has social, economic and environmental goals which seek to be achieved in a sustainable way leading up to 2050 and is being lead by Environment Bay of Plenty, Tauranga City Council, Western Bay of Plenty District Council, and Tangata Whenua, on behalf of the community (SmartGrowth, 2001). The brand SmartGrowth was developed in the United States during the 1990s after concern about loss of quality of life and prosperity, as a result of urban growth and urban sprawl and the concerns about:

- Traffic congestion
- Loss of open space, farmland, habitat
- Infrastructure costs
- Inner city decline (SmartGrowth, 2001).

The SmartGrowth scheme has been adopted for sustainable development in the Western Bay of Plenty as it represents an internationally proven approach that provides direct and sustainable solutions to growth related issues (SmartGrowth, 2001). Environment Bay of Plenty promotes the sustainable management of natural and physical resources for present and future generations, and plans and liaises with various Bay of Plenty communities to create policies and priorities (Environment Bay of Plenty, 2006).

Furthermore, on a national scale the vision for the tourism sector in the New Zealand Tourism Strategy 2010 (Ministry of Tourism, 2006) identifies that in 2010, visitors and their host communities should understand and embrace the spirit of manaakitanga (hospitality) while, New Zealanders' environment and culture is conserved and sustained in the spirit of kaitiakitanga (guardianship) and, that tourism is a vibrant and significant

contributor to the economic development of New Zealand. Thus it is important for the tourism sector in the Bay of Plenty region to incorporate the values of kaitiakitanga through effective environmental management.

The Bay of Plenty region is experiencing increasing economic growth and ever-increasing visitor numbers (Neppl, 2005). Therefore, the importance of aiming for the least amount of damage to the environment while using it to help generate income and jobs means schemes for environmental improvement of business should have an influence in this region. Essentially, the Green Globe scheme incorporates a purpose for achieving 'sustainability' in this region and encourages environmental management in businesses through providing standards for improvement using benchmarking standards. Green Globe has a total of 5 tourism businesses located in the Bay of Plenty region (Green Globe, 2006). However, while most of these businesses are small (less than 49 employees), none of these businesses are micro-businesses (less than 9 employees), which suggests gaps in the Green Globe scheme potentially not meeting the needs of micro tourism enterprises.

The following section provides an overview of Environmental Bay of Plenty Regional Council and highlights the regional policy document as a regional directional framework to promote sustainable management of the region's physical and natural resources.

3.5 Environment Bay of Plenty Regional Council

Environment Bay of Plenty is the regional council for the Bay of Plenty region. Their work guides and supports the sustainable development of the Bay of Plenty making sure the

region grows and develops in a way that keeps its values safe for future generations (Environment Bay of Plenty, 2006). Environment Bay of Plenty (2006) see themselves as caretakers of the land, air and water, they monitor the effects of human activities on our environment and promote the sustainable management of our natural and physical resources for present and future generations. As far as possible principles embraced in their mission statement are employed - “working with our communities for a better environment” (Environment Bay of Plenty 2006).

In 1991, New Zealand enacted the Resource Management Act (RMA), one of the world’s first pieces of legislation that explicitly sought to enshrine the concept of sustainability in planning law (Page and Thorn, 1998). The RMA is the primary law for land use planning and is the main legislation for planning in relation to tourism and has one central purpose, as stated by Page and Thorn (1998) which is ‘the promotion of sustainable management of natural and physical resources’ (p. 176). In the context of the RMA the Ministry of Tourism (as cited in Page and Thorn, 1998) state that sustainable management of tourism involves three main goals:

1. to balance our needs with those of the environment by ensuring that the use of resources does not endanger or irreparably damage any ecological system, including our own;
2. to ensure that acceptably high standards of environmental quality are maintained;
and
3. to ensure that the environment and its resources are used in such a way as to protect the ability of future generations to meet their needs. (p. 176).

As a legal document for general sustainable development and a tool used to assist in the sustainable management of tourism, the RMA is evidence of government regulation assisting in environmental management of tourism enterprises. As discussed earlier, the notion of sustainable development (that is, business practices which successfully accommodate the diverse goals of economic growth, biodiversity protection and community participation) is seen to be put into action by the illustration of ecotourism (Schaper and Carlsen, 2004). The Resource Management Act (1991) and Local Government Act (2002) govern much of the operation of territorial and regional authorities in New Zealand (Boyes, 2005).

In 1989, local government in New Zealand was restructured and a large number of local authorities were amalgamated to form 86 city, district and regional councils (Environment Bay of Plenty, 2005). This was important for the region in the interest of 'sustainability' as it assisted in accelerating the decision making process in the Regional Council. Furthermore, in 1999 a Regional Policy Statement was presented which outlined clear, specific issues and recommendations for the sustainable management of the Bay of Plenty region.

3.5.1 Regional Policy Statement

The Regional Policy Statement, prepared by Environment Bay of Plenty Regional Council establishes a directional framework for regional and district plans to promote the sustainable management of the Bay of Plenty Region's natural and physical resources (Environment Bay of Plenty, 1999). The statement has been prepared in accordance with the requirements of the Resource Management Act 1991 and identifies and manages key

resource issues in the Bay of Plenty Region by creating methods, policies and initiatives to achieve environmental results (Boyes, 2005). Many people, agencies and authorities are involved in using, developing and protecting the region's resources (Environment Bay of Plenty, 1999). This policy statement identifies sections with relative importance to the implementation of environmental management in micro and small tourism enterprises in the region.

Resource management practice in the statement refers to relationships between agencies, users and their values, legislation, policy statements, plans, resource consents, and other mechanisms, which enable the promotion of sustainable resource management (Environment Bay of Plenty, 1999). Resource users such as owner-managers of micro and small tourism enterprises should be able to find out what is required of them to practice sustainable management of resources or environmental management and be encouraged to adopt good practice, seeking quality, not just avoiding significant adverse effects (ibid). For example, sustainable land management practices can maintain and enhance soil productivity to enable long term use of the resource. The use and development of land plays an important role in enabling people and communities in the Bay of Plenty region to provide for their social, economic and cultural well-being (Environment Bay of Plenty, 1999).

Section 7 through to 16 of the Regional Policy Statement outline Environment Bay of Plenty policies relative to the protection and improvement of natural and physical resources. The composition of air and air quality varies both naturally and as a result of human activities. Section 7 deals with air quality issues in the region as air quality has a

direct impact on human health and quality of life, as well as on the natural environment (Environment Bay of Plenty, 1999). Thus it is important for micro and small tourism enterprises in the Bay of Plenty region to address how they impact air quality.

Section 8 of the Regional Policy Statement deals with the freshwater resources which includes water in lakes, rivers, wetland areas, and groundwater (Environment Bay of Plenty, 1999). However, the quality of the region's water resources is threatened by contamination from point source (direct discharges of liquid waste to water) and diffuse source discharges (diffuse source contamination is contamination which does not occur at specific discharge point and includes farm run-off and leachate entering surface and groundwater) (ibid). The natural and physical environmental effects associated with point source discharges include changes in water colour, clarity, odour, temperature and chemical characteristics, and degradation of aquatic ecosystems (ibid). Boyes (2005) identifies that high water quality and quantity as essential for all natural and human activities, including activities of micro and small tourism enterprises.

Section 9 of the Regional Policy Statement deals with the coastal environment of the Bay of Plenty which is a distinctive physical feature of the region, contributes significantly to the unique identity of the area and provides an impressive range of social, recreational, cultural and economic resources (Environment Bay of Plenty, 1999). Thus, micro and small tourism enterprises engaging in environmental management need to consider the greater area of the coastal environment in the Bay of Plenty as potentially impacted by their business activity and thus actions need to be taken by the owner-managers to minimise negative impacts.

Section 10 of the Regional Policy Statement deals with geothermal resources. The geothermal assets of the Bay of Plenty region are considered unique and valuable, including the energy potential of geothermal fields and the intrinsic, taonga¹ and tourism values of surface activity and features (Environment Bay of Plenty, 1999). Geothermal features and ecosystems in the Bay of Plenty have international significance and sustainable management of these resources means managing in such a way that the potentials, qualities and attributes are retained and protected (ibid).

Section 11 of the Regional Policy Statement deals with natural hazards. A natural event in which the presence of people cause the event to become a natural hazard and are not only associated with major events such as volcanic eruptions and earthquakes but also the erosion of beaches and hillsides (Environment Bay of Plenty, 1999). Hazards are assessed according to the risk they pose to society (ibid) and can be a concern for micro and small tourism enterprises.

Section 12 of the Regional Policy Statement deals with hazardous substances and waste management as two distinct areas of resource management. Firstly hazardous substance management involves the management of the use, storage, transport and disposal of hazardous substances to avoid adverse effects (Environment Bay of Plenty, 1999). The treatment and disposal of waste is also a significant issue because it has the potential to

¹ A taonga can be any item, object or thing that represents the 'ancestral identity of a Maori kin group (whanau, hapu or iwi) with their particular land and resources. Taonga can be tangible, like a cloak, a greenstone weapon or a war canoe, or they can be intangible, like the knowledge to be able to carve, to recite genealogy or to sing a lament. As taonga are passed down through the generations they become more valuable as the number of descendants increases (Auckland Museum, 2007)

affect human health and safety, and to cause significant long term adverse effects on the natural environment, including contamination of land and water and the destruction of ecosystems (ibid) and thus is an important for micro and small tourism enterprises engaged in environmental management.

Section 13 of the Regional Policy Statement deals with physical resources which includes a variety of aspects of the built environment such as urban form and design, major regional infrastructure (Environment Bay of Plenty, 1999). These physical resources are an important part of infrastructure of the Bay of Plenty and also to micro and small tourism enterprises.

Section 14 of the Regional Policy Statement deals with energy and the importance of the region's hydrological and geothermal resources recognised on a national scale (Environment Bay of Plenty, 1999). However these seemingly sustainable and renewable resources may be at risk of over exploitation and many organisations and individuals are concerned about the lack of regard to the environment associated with the construction and operation of power stations in the region (ibid).

Section 15 of the Regional Policy Statement deals with heritage and it is seen that heritage gives identity to New Zealanders and influences values and behaviour and structures our lifestyles (Environment Bay of Plenty, 1999). Heritage places (sites, buildings or areas) come under threat from a range of human activities and natural processes and the Bay of Plenty region has a wealth of heritage places. For example, sites of importance for

ecological reasons; and buildings and places associated with early history, or which are otherwise representative of a certain period or style.

Section 16 of the Regional Policy Statement deals with the Bay of Plenty having a distinct assemblage of species, habitats and ecosystems which impart it to a unique and recognisable character, a character which is dependant upon the interconnectedness and holistic nature of the constituent parts (Environment Bay of Plenty, 1999). Therefore it is important to protect natural character and indigenous ecosystems in the Bay of Plenty and align strategy with the understanding that the ecological and physical values of a place may also include spiritual and aesthetic values (ibid).

This section has provided an overview of the Bay of Plenty Regional Policy statement which promotes the sustainable management of the Bay of Plenty region's natural and physical resources. People in this region and elsewhere are dependant on the Bay of Plenty environment and what is produced from it for their well-being. Many people value the existence of natural resources and feature and accordingly seek their protection (Environment Bay of Plenty, 1999).

3.6 Summary

Essentially, the Bay of Plenty is an effective case study region for this research based on the following key points; (1) a diverse and valuable natural environment that is an integral part of regional economic prosperity; (2) a thriving tourism industry with the majority of operators dependant upon pristine natural assets and climate of the region as the main

attraction for visitors; and (3) a regional government demonstrating some level of endorsement for environmental management of business. Thus it is an important study to further understanding of the suggested lack of sustainable tourism implementation remaining evident in this region.

As an economically prosperous region, the Bay of Plenty is arguably innovative and forward thinking in terms of sustainable development. The publicly funded 'SmartGrowth' is a scheme identified in this chapter as an example of addressing regional issues associated with a high population growth, while another public sector initiative, the 'Sustainable Tourism Charters' aim to assist businesses toward environmental improvement. Thus, public sector endorsement for increasing implementation of environmental management in micro and small tourism enterprises is possible. In addition, sustainable tourism planning and a Regional Policy Statement have been outlined to emphasise regional interest in the pursuit of sustainable tourism business. The next chapter will give description and justification of the research methodology and identify methods for obtaining perspectives of owner-managers of micro and small tourism enterprises.

4 Methodology

4.1 Introduction

This chapter describes and justifies the research methods employed in the research. The methods involved a literature review and in-depth, semi-structured interviews with owner-managers of micro and small tourism enterprises in the Bay of Plenty region. The chapter will explain the appropriateness, reliability and validity of the research process selected and research and data analysis techniques used.

4.2 Research Approach

The research project commenced in June 2006 with a literature review including an evaluation of ‘sustainability’ and environmental management in the New Zealand tourism sector and an outline of schemes aiming for the environmental improvement of business. The choice of this research being a single, exploratory, case study is justified by Jennings (2001) as important in developing understanding of an activity when no pre-existing data exists. Thus, as a literature review reveal no pre-existing data for environmental management in micro and small tourism enterprises, a case study method was identified as a valid research method. For example, Boyes (2005) used a single case study of the Northland region to explore the implementation of sustainable tourism. Furthermore, Boyes (2005) utilised the Northland case study to identify whether a Northland Sustainable Tourism Charter is a behavioural solution for the tourism industry to achieve sustainable tourism. Similarly, this research uses the Bay of Plenty region as a case study to gain

insight and explore environmental management in micro and small tourism enterprises in order to yield important information in the pursuit of sustainable tourism business.

As such, a case study was identified as appropriate order to achieve research aims of this study, that is:

1. To gain an insight into the environmental management implemented by micro and small tourism enterprises; and
2. To explore the level of awareness and interest among owner-managers of micro and small tourism enterprises toward schemes aiming for the environmental improvement of business.

To address the objectives of this research, owner-managers of micro and small tourism enterprises in the Bay of Plenty were interviewed using questions which focused on finding out viewpoints and underlying awareness and interest levels in environmental management. Furthermore, from a practical perspective, which aspects of environmental management are they implementing in their business and what is their awareness and interest in schemes aiming for environmental improvement of business? The Bay of Plenty region has been identified as an appropriate case study region based on its diverse natural assets, high population growth, thriving tourism industry and a regional government endorsing environmental management of business. Furthermore, the views of owner-managers were appropriate to determine why the suggested lack of sustainable tourism remains evident in tourism businesses.

The interviews included 17 owner-managers and co-owners from 14 micro and small tourism enterprises located in the Bay of Plenty region. Micro and small tourism enterprises were chosen as they make up 80% of the tourism industry in New Zealand. Some of the micro and small tourism enterprises (5 in total) were currently participating in schemes aiming for the environmental improvement of business. These micro and small tourism enterprises were involved with schemes such as Green Globe, the Sustainable Tourism Charter for Rotorua or the Bay of Plenty and Qualmark. Micro and small tourism enterprises were located in either, Whakatane, Mt Maunganui, Tauranga or Rotorua area and included a variety of tourism operations ranging from accommodation providers, to activities and transportation.

Micro and small tourism enterprises were selected based on their meeting specified criteria, a variety of locations throughout the Bay of Plenty region, and a range of tourism business types. This included:

- The business has 49 or less employees according to Hwang & Lockwood (2006) classifying micro-businesses with 0-9 employees, small businesses with 10-49 employees.
- The business being in operation at least 1 year.
- The business is an ‘owner-managed’ business (is managed by the owners of the business).

These variables were important to ensure consistency of research data being owner-manager views toward environmental management from the perspective of owning and managing micro and small tourism enterprise.

The range of business type and location gave further assistance in this explorative study through providing a variety of tourism businesses of the tourism sector in the Bay of Plenty region. Table 4.1 below shows an example of the variety of micro and small tourism enterprises included in the study (Appendices 1.7 provides a complete summary).

Table 4.1 Example of the Variety of Micro and Small Tourism Enterprises

Business	Location	Formed	Operation type	Main products	Staff	Environmental Improvement Schemes
A	Whakatane	1990	Attraction	Nature-based activities	32	Green Globe BOP Sustainable Tourism Charter Qualmark rated
B	Rotorua		Transport	Aviation tours	10	Rotorua Sustainable Tourism Charter
C	South Rotorua	1990	Attraction	Walking nature-based tours	13	Green Globe Qualmark rated
D	Tauranga	1975	Activity	Kayaking	6	Green Globe BOP Sustainable Tourism Charter
E	Papamoa	1966	Accommodation	Cabins, camping, caravans	18	BOP Sustainable Tourism Charter Qualmark

Along with some involvement in schemes aiming for the environmental improvement of business, these businesses were selected to reflect the Bay of Plenty tourism industry in terms of product, size and geographical spread. This variety benefits the study by providing a range of viewpoints that can be drawn together through the focus on common perspectives.

Sampling method used for this research was non-probability, purposive sampling and meant that each unit of the total population of micro and small tourism enterprises in the Bay of Plenty region did not have an equal chance of being included in the study (Jennings,

2001). In using purposive sampling, the researcher identified owner-managers of micro and small tourism enterprises as most appropriate for inclusion in this study. This selection was based on them fitting criteria associated with the focus of the study which seeks to gain owner-manager perspectives on environmental management from a variety of micro and small tourism enterprises in the Bay of Plenty region.

This research was approved by the Waikato Management School Human Ethics Committee. Through this process, many ethical issues have been considered. As outlined in the Waikato Management School's 'Human Research Ethics Regulations'; the purpose of these regulations is to explain the standards of ethical conduct required in University research involving human participants and the procedures that apply for the maintenance and monitoring of those standards (University of Waikato, 2006: Human Research Ethics). As this study involves human participants, high standards of ethical conduct are required to be followed to ensure respectful treatment of owner-managers of micro and small tourism enterprises as research participants. In general, the 'Human Research Ethics Regulations' ask researchers to:

1. Abide by the Privacy Act which governs what you can do with information from people and whether others can give you information about people
2. Provide informed consent and ensure that participants are able to opt in and to opt out of research
3. Special considerations; take special care with vulnerable populations
4. Promise intent to preserve confidentiality (Waikato Management School, 2006).

Following ethics approval from the Waikato Management School Ethics Committee, letters (see Appendix 1.1) were sent to specified owner-managers of micro and small tourism enterprises operating in the Bay of Plenty region. The letters gave owner-managers information about the research, requested their participation and provided an assurance that participation was voluntary. Furthermore, the data from the interviews was only used in aggregate form, and no business or owner-manager were identified individually. This meant that business names were not mentioned throughout the interviews, nor recorded in the transcripts or will be stated in this thesis. Furthermore, the type of business and location were kept general so that assumptions about the identity could not be made through connecting information on business type and location. In the interest of keeping within a specified timeframe and minimising costs associated with the research, a total of 15 micro and small tourism enterprises from a total possible population of 800 (Tourism Bay of Plenty, 2005; Destination Rotorua, 2006) located throughout the region were contacted. Of the 15 businesses contacted, 14 participated in this study giving a response rate of 93%.

An Information Sheet and Consent Form were presented to each respondent at the start of the interview, and owner-manager written consent was sought and obtained (see Appendix 1.2 and 1.3). Address details for the thesis supervisor at the Department of Tourism and Hospitality Management were provided in the cover letter, Information Sheet and Consent Form in case a participant had a question or comment about the interview or the research, or later wanted to withdraw, as consistent with the University of Waikato Human Ethics Policy.

The following section outlines the research design of this study and provides justification of the choice of research methodology.

4.3 Research Design

Jennings (2001) states how the advantages and disadvantages of quantitative and qualitative research and data has been reviewed across many disciplines and, for tourism research, it is often a preference of researchers to use both qualitative and quantitative methods in the mixed method approach. This research is identified as exploratory because it seeks to gain insight into environmental management in micro and small tourism enterprises and assess the phenomena of the suggested lack of sustainable tourism implementation in a new light (Saunders *et al*, 2003). Similarly Jennings (2001) states how exploratory research serves to establish possible categories and concepts suitable for use in further research. Exploratory research is informed by qualitative methodology and flexibility in data collection approaches (Jennings, 2001).

Therefore the data collection approach chosen to be used in this explorative study was that of qualitative, semi-structured in-depth interviews. In qualitative research, description, particularly in the form of ‘thick description’ such as that obtained in in-depth interviews, is a useful first stage in charting an area of research (Curran and Blackburn, 2001). Comparatively, Curran and Blackburn (2001) identify that in quantitative research numerically based descriptions are helpful for establishing the significance and incidence of phenomena. As this research, explores the level of interest and awareness of owner-

managers in environmental improvement schemes and seeks insight into environmental management in micro and small tourism enterprises, it is a new area of research. Thus, descriptive analysis was required to obtain depth in data collected. Davidson & Klofsten (2003) argue that quantitative research typically relies on additive models that are unable to explain more than half of the outcome variance at the most; while holistic approaches tend to be qualitative. Essentially, following the literature review, the decision to keep this research method entirely qualitative became the preferred choice based on the potential for depth and validity of data collected through this method.

Sarantakos, (1998) identifies that qualitative research involves “employing methods of data collection and analysis that are non-quantitative, and aiming towards exploration of social relations, and describes reality as experienced by respondents” (p. 6). In addition, Phillmore and Goodson, (2004) determine the effectiveness in qualitative methods to be found when employed to collect data about activities, events, occurrences and behaviours and to seek an understanding of actions, problems and processes in their social context. Thus, a qualitative method was identified as the preferred method choice for this study and the approach is consistent with other studies such as Boyes (2005) that have sought to gain insight from analysis of a regional case study.

A further point is made by Saunders *et al* (2003) who identify how managers are more likely to agree to be interviewed, rather than complete a questionnaire, especially where the interview topic is seen to be interesting and relevant to their current work. An interview provides them with an opportunity to reflect on events without needing to write anything down (Saunders *et al*, 2003). The potential superiority of qualitative approaches for

obtaining information is that the flexible and responsive interaction between interviewer and respondent(s) allow meanings to be probed, topics to be covered from a variety of angles and questions made clear to respondents (Sykes, as cited in Saunders *et al*, 2003).

Interviews have been likened to conversations as they are merely one of the many ways in which two people talk to one another (Jennings, 2001). Furthermore, Jennings (2001) sees interviews as conversations with a purpose and it is suggested that methodologically, interviews (especially semi-structured) can be viewed as very distinct from conversations. Interviews need to be established on a relationship of mutual trust (Jennings, 2001) and this is a goal of the researcher for each interview, to establish a level of mutual trust and common ground before the interview starts. This was achieved in the interviews through the interviewer having a relaxed discussion with the respondent before the interview starts and providing background information on the thesis. This was to ensure that owner-managers felt comfortable in discussing what may be perceived as controversial or potentially sensitive topics such as environmental improvement schemes, sustainability and environmental management in business. As the interviews were semi-structured, the interviewer used a prompt list of issues to focus the interaction and add structure to the interview (Jennings, 2001); this helped to set and maintain the context for the interview (p. 165). Mutual trust was also ensured in the interviews through the mutual sharing of thoughts prior to the interview starting and, providing an explicit assurance of confidentiality.

4.3.1 Owner-Manager Interviews

This research adopted a semi-structured interview format, with an emphasis on the use of open-ended questions. The purpose of this format was to facilitate open discussion and responses. These types of questions are important for qualitative research as the use of open questions will allow participants to define and describe a situation or event (Saunders *et al*, 2003).

An outline of interview questions was provided to owner-managers prior to the interview taking place, providing an opportunity for owner-managers to orientate their thoughts along key topic lines. Interviews were conducted during the last 2 weeks of October 2006 and were taped by dictaphone. Each interview took on average one hour and mostly took place at the office of the owner-manager. However, one interview took place in a café as requested by the owner-manager. Interviews were later listened to and analysed by typing up the main points from each question of the interview. This was done to ensure an accurate account of what was said and to maintain focus on achieving research objectives. The following section addresses data management in this study.

4.3.2 Interview Design and Justification

Semi-structured and in-depth interviews provided the opportunity to probe answers and were exposed neutrally (Curran and Blackburn, 2001). Theory that informed the design of interview questions came from Jennings (2001) and Saunders *et al* (2003) which focused on developing effective questions and developing interview technique to meet the

methodological requirements of qualitative semi-structured in-depth interviews technique.

Thus the interviews included three parts:

1. Background information of owner-managers and their micro and small tourism enterprise;
2. Owner-manager levels of awareness and interest toward schemes aiming for the environmental improvement of business; and
3. An owner-manager outline of business practices they consider to be implementing environmental management.

Background information included both micro and small tourism enterprises and owner-manager information relative to ensuring that; a) the business met criteria set out for micro and small tourism enterprises; and b) owner-manager information assisted in achieving research objectives through possible connections or trends relative to implementation of environmental management. Questions for owner-managers included a request for age, gender, ethnicity, family status and their role in the business. Information on the business itself was also requested in this section and included an owner-manager description of the type of business, years in current ownership, total years in operation for the business and current staff numbers (identifying full-time and part-time employees).

Schemes aiming for the environmental improvement of business were outlined by the researcher to owner-managers. This was done by the researcher reading out the name of the scheme, asking if they were aware of the scheme, followed by a request for what they thought of the scheme. Thus, potential levels of interest were identified by owner-managers providing either positive or negative responses toward each scheme. If owner-

managers did not know of a scheme, they were asked if they would like to know about it, and if they did they were given background information typed on an A4 sheet, followed by a request for thoughts on the scheme. However, the primary purpose of this part of the interview was to ascertain what schemes owner managers were aware of and then attempt to explore levels of interest.

The last part of the interview requested owner-managers to provide an outline of practices in their business they consider to be environmentally sustainable. This part was designed to find out what owner-managers are implementing in their business in relation to environmental management and seeks to clarify where there is a suggested lack of sustainable tourism business in micro and small tourism enterprises.

The first two interviews were conducted as pilot studies in order to assess the utility and flow of interview questions. The two pilot interviews were conducted with owner-managers of a micro and small tourism enterprises currently involved in schemes aiming for environmental improvement of business. The data and experience obtained from the two pilot interviews allowed the researcher to feel confident about the interview process and that interview questions were generating effective responses from owner-managers. Furthermore, that the questions flowed well and were easy for OMs to understand and respond. These two pilot interviews were included in the final sample of micro and small tourism enterprises. An interview outline is provided in Appendix 1.5. The following section addresses the method of data analysis for the research.

4.4 Data Analysis

Background information of owner-managers and micro and small tourism enterprises are presented in table format to ensure that; a) the business meets criteria set out for micro and small tourism enterprises; and b) owner-manager information is clearly presented. This is so any possible connections or trends relative to levels of environmental management implementation and interest and awareness levels of schemes aiming for environmental improvement of business can be identified.

Schemes aiming for the environmental improvement of business were identified to owner-managers and are presented in table format as common responses by identifying the most appropriate owner-manager statements relative to determining levels of awareness and interest in the schemes outlined. If an owner-manager did not know of a scheme identified, yet requested information and provided thoughts on the scheme, no distinction is made in the data presented. The final part of the interview requested an owner-manager outline of environmental management in their micro and small tourism enterprises. Common responses were drawn from content analysis of the interview transcripts.

Indeed, the data collected from owner-managers of micro and small tourism enterprises aimed to highlight key points relative to achieving research objectives of environmental management implemented and owner-manager awareness and interest in schemes aiming for the environmental improvement of business. Jennings (2001) states that qualitative analysis involves the organisation of categories and themes, as such, data obtained from these interviews have been categorised into parts that identify common themes from owner-manager discussion. Furthermore, Sanders *et al* (2003) identify an inductive approach to

qualitative data analysis in which data is collected and then explored to see which themes can be concentrated in order to achieve research objectives. However, it is noted that limitations from this process may be that an inductive approach is difficult to follow (Saunders *et al*, 2003), and thus, by guiding the analysis of data in the study (referred to as grounded approach), relationships between the data and research questions are identified and discussed.

Further to this, research limitations include a small sample size of respondents and use of only qualitative methodology. These limitations potentially impact the reliability and validity of data collected. However, as this is an exploratory study, important information is still able to be yielded to further the pursuit of sustainable tourism business and pose avenues for further research.

4.5 Summary

This chapter has outlined the methodological framework for the research. The methods used for the research have included the review of appropriate literature and interviews of 17 owner-managers from 14 micro and small tourism enterprises in the Bay of Plenty region of New Zealand. This chapter describes the qualitative method used, outlining the structure of the in-depth, semi-structured interview, its justification and how analysis has been undertaken. The final section in this chapter outlined the analysis of the data, thus aiming to further understand why the suggested lack of sustainable tourism remains evident in the tourism; gaining an insight into environmental management implemented in micro and

small tourism enterprises; and exploring awareness and interest of owner-managers toward schemes aiming for the environmental improvement of business.

The next chapter will outline and discuss key findings from the data collection process and aims to draw attention to important themes relative to achieving the above research objectives.

5 Key Findings

5.1 Introduction

This chapter outlines and discusses key findings received from the data collection process. Findings identified are intended to draw attention to important themes relative to achieving the research objectives. It is concluded that due to ambiguity of commonly used terminology, such as ‘sustainability’ (identified in Chapter 2), that owner-managers of micro and small tourism enterprises are currently implementing low levels of environmental management and have low levels of awareness and interest in schemes aiming for the environmental improvement of business.

Key findings are divided into three sections; (1) a profile of the owner-managers and micro and small tourism enterprises involved in the study; (2) an outline and discussion on environmental management identified by owner-managers of micro and small tourism enterprises as currently being implemented in their business; and (3) awareness and interest of owner-managers toward schemes aiming for the environmental improvement of business.

5.2 Background

This first section aims to provide a background of the sample group. At the start of each interview owner-managers were asked to provide two types of background information; 1)

their age and length of experience in the tourism industry; 2) the type of business and how long the business has been in existence. This information aims to gain a perspective from owner-managers in order to identify and analyse similarities and differences between micro and small tourism enterprises and their owner-managers, the findings of which are used to assist in discussion of research findings and achieving research objectives of this study. Background information is categorised into two sections; owner-manager and micro and small tourism enterprise information. Owner-manager information includes a self-defined role in the business, age, gender, family status and ethnicity; while micro and small tourism enterprise information is defined by business type, years in operation, years under current ownership and staff numbers. The following section provides key findings and discussion on owner-manager profile.

5.2.1 Owner-manager Profile

Owner-manager information obtained from interviews included family status, age and ethnicity and aims to identify common trends that may affect environmental management or awareness and interest in schemes aiming for the environmental improvement of business. Further to that, owner-managers were asked what they considered their role was within their micro and small tourism enterprise and to outline any previous experience in the tourism sector. Table 5.1 below identifies information as identified by the owner-managers and includes their self-identified role in the business, age, gender, family status, and ethnicity.

Table 5.1 Owner-manager Information

Business	OM Role	Age	Gender	Family Status	Ethnicity
A – OM1	Project Manager/ Entrepreneur	52	Male	Married 1 grown son	European/kiwi
A – OM2	Operations/feasibility	48	Female	Married 1 grown son	European/kiwi
B	Sales and Marketing, accounts & office	41	Female	Defacto Relationship No children	Dutch/kiwi immigrated 14 years ago
C	Chief Executive	55	Male	Single	New Zealand
D	Director	31	Male	Married 2 children	New Zealander/ Kiwi
E	General Manager	23	Female	Single	New Zealand/European
F	Adventure Tourism Operator	43	Female	Married 4 children	Pakeha
G OM1	Owner	42	Female	Married to OM2 with 2 young children	English/New Zealand immigrated 19 years ago
G OM2	Owner	53	Male	Married to OM1 with 2 young children plus 3 from previous marriage	Maori
H	Owner-operator	64	Male	Married with children	New Zealander European
I	Director	48	Male	Married to other OM with 2 grown children	Indian (on a business visa)
J	Senior Guide	31	Male	Single	Pakeha
K - OM1	Accommodation provider	Mid 60s	Male	Married to OM2 2 grown children	New Zealander
K - OM2	Accommodation provider	Mid 60s	Female	Married to OM1 2 grown children	New Zealander
L	Motelier	55	Male	Married to other OM, 2 grown children	New Zealander
M	Partner	31	Female	Married to other OM	New Zealand European
N	Operations Manager	33	Male	Married to other OM	New Zealander

In the sample there are a total of 17 owner-managers, this is because three of the 14 micro and small tourism enterprises included in this study involved interviews with married couples. Owner-manager information shown in table 5.1 includes a range of self-identified roles and age brackets. Owner-managers stated their role in the business firstly as a title and then outlined the tasks that the role includes, these are included in the next section of this chapter. The age brackets identified by owner-managers ranged from early 20s through to mid 60s with the majority of owner-managers falling into their 30s, 40s or 50s. It was seen as important to identify age information due to the possibility for environmental management to be impacted by generational differences. However, as the ages of owner-

managers of micro and small tourism enterprises participating in schemes aiming for environmental improvement of business ranged from 23 through to 55, potential generational differences do not appear to have had an impact.

Most owner-managers chose to identify their ethnicity as a 'New Zealander'. Essentially, 9 out of the 17 owner-managers identified their ethnicity as 'New Zealander' with 3 identifying the similar ethnicity of 'kiwi'. One owner-manager identified as 'Pakeha', while another identified as 'Maori.' Finally, 2 owner-managers identified as a mix of ethnicity with 'kiwi' or 'New Zealander' as they immigrated to New Zealand from either England or Holland, with the remaining owner-manager identifying as Indian. Essentially, there is a mixture of ethnicities included in this study, and the majority identify their ethnicity as relative to where they live, being New Zealand.

Finally, there is an equal male to female ratio which was not intended by the researcher, but may have been influenced by interviewing couples, and is included as an interesting observation when addressing potential gender related issues with environmental management. The following section provides key findings and discussion in relation to owner-manager self-identification of their role in the business.

5.2.1.1 Owner-manager Role

When outlining their roles in the business, owner-managers identified a variety of tasks which highlighted the consistent response from owner-managers that their role is a multi-tasking one. For example, owner-manager from business B identified their role to be multi-task oriented, they commented, "I do the accounts, I run the office for a few days and I do

the sales and marketing.” Similarly, owner-manager from business D provided their description as “director, marketing, tying up all the loose ends, sorting out issues that arise, as well I do a little bit of coaching.” The owner-manager of Business F stated their role to be “Everything” and outlined tasks such as, “books, marketing, managing the horses and managing the staff.” Owner-manager of Business H identified their role to include “Marketing, websites, brochures, organise tours, organise things for people.” These responses outline that owner-managers see their role in their micro and small tourism enterprise to include a variety of tasks and responsibilities with an identified need to be able to ‘do it all’.

The owner-manager of business J, similar to the owner-manager of business F, sums up their role as, “Everything,” and that, “it wouldn’t run without me.” These comments suggest a sense of owner-managers needing to be ‘everywhere’ in the business in order to maintain control, and therefore, this may have a likely impact on their ability to implement environmental management. The owner-manager of business M confirms their role to be that, “I pretty much run it myself and that involves doing everything, that’s from cleaning toilets, to the reception, answering phones, to marketing strategies, gardening and I do all my book work and all that sort of stuff so yeah I pretty much do everything.” However, owner-manager 1 from business A identifies an effort to overcome ‘busy’ job roles; “we’ve been too hands on in our business so we’ve just employed a senior operations manager to try to take that away from us, dealing to the day to day running of the business.” Similarly Hwang & Lockwood (2006) identify areas of common concern to owner-managers relative to their role in the business include, administrative regulations, limited access to finance and a lack of skilled labour, while Curran and Blackburn (2001) state that owner-managers

of micro and small tourism enterprises are busy people, and often under considerable pressure.

Comparatively, some owner-managers have made a conscious effort to avoid a potentially 'busy' role in their micro and small tourism enterprise. The owner-manager of business I stated quite specifically, "I am the director of the company or I'm the operator in charge, my son does the marketing side, I take care of the business." While in identifying an effort to half workload, the second owner-manager of business K provided a clear description of a combined owner-manager partnership role in their micro and small tourism enterprise being; "we tend to overlap, we both greet our guests, we interact with our guests, we both do the housework, both do the gardening, owner-manager 1 does the main course of the breakfast, I do the first course of fruit and cereals, I do the home baking, cookies and that sort of thing." Similarly, the owner-manager of business L stated their combined role as, "we manage the business and its hospitality, it's providing a service to our customers, its supervising our staff, its advertising its just whole spectrum of business practice. Financial, budgeting, setting management plans as well as the day to day running of the place and providing a good environment for our guests, that's our priority that is what we really want to do."

These responses highlight that owner-managers of micro and small tourism enterprises operated by married couples tend to share roles and responsibilities. As such, the owner-manager of business N stated "As the owner-operator my role is to assist my wife in the office cause that's her domain, my role is to maintain the vehicle on a practical level and notify the system operator of any new licensing or upgrades." "Operations manager, that's

what I do and driving the tours, that's what I do, and together we work in with marketing ideas an opportunities.” Wanhill (2004) identifies how owner-managers of micro and small tourism enterprises are often married couples which have been described as ‘copreneurs’ and highlights potential for equal distribution of workload and less pressure on a sole owner-manager. Thus, as there may be more time availability of owner-managers in micro and small tourism enterprises owned and managed by married couples (‘copreneurs’), it may be potentially more feasible for owner-managers to effectively implement environmental management.

While there were a wide variety of responses to the request for identification of the owner-manager role in the micro and small tourism enterprise, a common theme is a sense of needing to be in every area of the business in order to see it run effectively. Owner-managers appear feel their role is significantly varied and therefore requires knowledge and skills on a number of different levels from basic day-to-day running of the business through to strategic business management, planning and development. Owner-manager identified a multi-tasking or busy role in the business which may potentially impact their capacity to implement environmental management. The following section provides key findings and discussion on owner-mangers self-identified previous experience in the tourism sector.

5.2.1.2 Previous Work Experience in Tourism

Previous experience of working in the tourism sector ranged from owner-managers having a significant amount of prior involvement in the tourism sector, through to owner-managers with no prior experience in tourism. Of the owner-managers with significant prior experience, a wide range of tourism experience was identified; some owner-managers

stated how they contribute to the continued development of the tourism sector through participation in tourism associations, thus indicating an active role in the New Zealand tourism sector.

The first owner-manager from business A mentioned, “In the early days, we used to be quite heavily involved with the local information centre, but its now council run, so we are not involved anymore.” Prior to involvement with their existing micro and small tourism enterprise, no tourism experience was obtained, “owner-manager 2 used to be a lab technician and I was basically farming.” Thus, their first attempt to get involved with tourism was starting their existing business. Furthermore, the first owner-manager of business A stated, “we bought a boat, built one, and did a year of charter fishing and diving, but we didn’t really like it,” so they then went on to start their existing micro and small tourism enterprise. Essentially, while neither of these owner-managers had previous experience in tourism, they had turned their business into a success (39 employees) and participating in 2 separate schemes aiming for the environmental improvement of business. Therefore, whether or not owner-managers have previous work experience in the tourism sector does not appear to impact the levels of environmental management, participation in schemes aiming for the environmental improvement of business; or the relative success of their micro and small tourism enterprise.

Furthermore, of the micro and small tourism enterprises not involved with schemes aiming for the environmental improvement of business; the owner-manager of business F identified no previous experience in tourism, “I’ve been a mum for 15 years”. Similarly the owner-manager of business I stated, “No, I was not in tourism, I was a tourist myself, I was

a business traveller for 25 years that was the reason I wanted to own a motel myself and put my experience on the other side of the table.” The owner-manager of business L stated, “we both travelled extensively overseas and within New Zealand and I guess that’s our experience of tourism, we’ve been tourists ourselves lots, and at all stages, like from backpacking, tramping, camping, right up through cruising, staying in flash hotels and resorts and things.” In addition, the owner-manager of business H commented, “The only thing I can claim to tourism is I used to have a lot overseas visitors who would come out here and I just showed them sites or we’d go to conferences and do various things, but I’ve always enjoyed the people contact.” “So I’ve turned it into a pleasurable vocation.” Thus, while these particular owner-managers did not have much, if any, prior experience in the tourism sector they seemed to enjoy their current role as an owner-manager of a micro and small tourism enterprise.

Additionally, the second owner-manager of business K stated how “owner-manager 1 flew with Air New Zealand, and my background is retail and raising children.” Thus, while one owner-manager has some experience in aviation and travel, the other owner-manager made the comment, “we had very little personal involvement with tourism.” A key theme resulting from these quotes is that 6 of the 14 micro and small tourism enterprises have owner-managers with little and no previous experience in the tourism sector.

Comparatively, other owner-managers of smaller micro and small tourism enterprises had a considerable range of previous experience in tourism. However, this experience did not necessarily equate to implementation of environmental management, nor participation in schemes aiming for the environmental improvement of business. The owner-manager of

business G identifies, “I have been involved in tourism a long time, my first role in sales and marketing but then I moved to the Tourism Board in Wellington, and I was with them about 3 or 4 years, the Turoa Ski Resort as their Marketing Manager for 4 years, and then to Te Papa for 6 years.” Similarly, other owner-managers with considerable previous experience in tourism include owner-managers of businesses J, M, and N. The owner-manager of business J stated, “I’d say its probably been 11 to 12 years from the first day I started working for Queenstown Rafting, I did an outdoor course that’s focused on becoming a guide.” While the owner-manager of business M outlined, “I’ve been in tourism and hospitality since I left school at 16.” “The first thing I did was I was a waitress in restaurants and bars and stuff like that, we ran a chalet in France so we sort of did everything with that, and then we ran a small country hotel, so I was doing all the front of office stuff.” The owner-manager of business N stated, “I’ve worked in several tourism operations.” “Backpackers, Rafting guide, I was a rafting guide in NZ and I also attend New Zealand Tourism Board meetings.” These quotes identify that 4 of the 14 micro and small tourism enterprises have owner-managers with significant experience in the tourism sector.

In this section owner-manager answers have ranged from having significant prior involvement in the tourism sector (10 years or more) through to no prior tourism sector experience whatsoever. Consequently, relative to the characteristics of micro and small tourism enterprises, Komppula (2004), states how business performance is substantially influenced by the individual characteristics and behaviour of the owner-manager. As such, environmental management within the business is potentially influenced by the owner-

manager and their previous work experience. The next section aims to give background information of micro and small tourism enterprises from an owner-manager perspective.

5.2.2 Micro and Small Tourism Enterprise Profile

This section details the type of business, years in operation for the business, years of current owner-manager ownership, and staff numbers so that the size of micro and small tourism enterprises included in this study can be identified. Table 5.2 provides an overview of the micro and small tourism enterprise sample.

Table 5.2 Overview of Micro and Small Tourism Enterprises

Business	Type of Business	Formed	Years of current Owner-manager ownership	Total Employees
A	Tour company (2x OMs)	1990	16	39
B	Tourism Aviation Company	1992	4	11
C	Geothermal Tourism Attraction	1990	16	13
D	Kayak Oriented Business	1975	3	12
E	Tourism Accommodation Business	1966	3	21
F	Adventure Tourism Operator	2003	3	5
G	Guided Trekking (2x OMs)	2003	1	0
H	Luxury Transportation	1999	7	0
I	Hospitality(2x OMs)	2003	3	0
J	Kayaking	2001	5	0
K	Luxury bed and breakfast (2x OMs)	2001	5	0
L	Hospitality (2x OMs)	2003	3	3
M	Backpackers (2x OMs)	2004	5	0
N	Transport(2x OMs)	1999	7	5

Table 5.2 shows how the majority of owner-managers interviewed ran businesses that could be considered micro tourism enterprises. That is, 9 of the 14 micro and small tourism enterprises included in study employed less than 6 staff and as Hwang & Lockwood (2006) define a micro business with less than 9 employees this may suggest that the tourism sector in the Bay of Plenty is mostly made up of micro tourism enterprises. The other 5 micro and small tourism enterprises identified employee numbers ranging from 11 through to 39, which kept these businesses well within the Hwang & Lockwood (2006) definition of small businesses having less than 50 employees.

Micro and small tourism enterprises included in this study indicated a range of years in operation, ranging from 40 years through to first year of business. It is evident that the longer the micro and small tourism enterprise has been in existence, the larger the business, although there are variations in level of success and growth of the business. For example business A has only been in business 16 years and employees 39 staff while businesses D and E have been in business for a significantly longer period of time, yet do not appear to have been as successful, employing only 21 staff (business E) and 12 staff (business D). It is apparent that the majority of micro and small tourism enterprises are micro-sized (less than 6 staff) and in terms of years in operation, a short to medium number of years from 2 through to 7 years. Invariably, the key profile of micro and small tourism enterprises in this study incorporate the common trends of tourism businesses in the Bay of Plenty region, and New Zealand, as employing less than 19, and representing almost 92% of all tourism businesses (Schaper and Carlsen, 2004). Similarly, Ahmad (2005) concurs that micro and small tourism enterprises dominate the tourism sector in New Zealand, while Ateljevic and

Doorne (2003) identify micro and small tourism enterprises as a rapidly expanding and dynamic sector of regional tourism industries. Furthermore, on an international scale, it has been claimed that micro and small tourism enterprises may be responsible for up to 70% of global environmental pollution (Schaper and Carlsen, 2004). Therefore, as the profile of micro and small tourism enterprises in this study match the above characteristics, implementation of environmental management in these businesses is imperative.

5.3 Environmental Management in Micro and Small Tourism Enterprises

Owner-managers commented on practices within their business they considered to be ‘environmental management’. Overall, responses included recycling as part of their environmental management; they did not see their micro and small tourism enterprise as having the capacity to do much more. Some of the key findings are shown in table 5.3.

Table 5.3 Environmental Management in Micro and Small Tourism Enterprises

Environmental Management Activity (as identified by OMs)	Total number implementing activity
Recycling	11
Composting	2
Reusing	3
Energy efficiency (switching off lights, solar water /natural heating, efficient lights)	7
Minimising vehicle usage/fuel efficiency	2
Minimising water usage	4
Using environmentally friendly cleaning products	5
Growing own vegetables	2
Passenger/guest education and involvement in environmental management activities	4

The figures in table 5.3 clarify recycling and energy efficiency initiatives, such as consciously switching of light, as the most popular forms of environmental management in micro and small tourism enterprises. Of the 14 micro and small tourism enterprises, 7

identified implementing energy efficiency into their business, while 5 use ‘environmentally friendly’ cleaning products. Thus, it seems that as a small number of micro and small tourism enterprises are implementing more than one environmental management activity in their business, it is evident that there are potentially low implementation levels of environmental management among the micro and small tourism enterprises studied. Pigram (1998) states how the expertise, expense and long-term commitment of resources involved in lifting environmental management performance inevitably mean that the adoption of environmental management is ‘currently, a minority activity, confined, in the main, to a few large enterprises. Furthermore, Branzei & Vertinsky (2002) suggest the degree to which environmental management standards are adopted by businesses depends on the general acceptability of the ‘sustainability’ concept within a culture. Therefore, the potential situation within this case study region is that general acceptability of ‘sustainability’ may be low.

Interestingly, 4 of the 14 micro and small tourism enterprises in this study are encouraging their passengers or guests to get involved in the implementation of environmental management in their business. Thus, is a positive element of environmental management. Furthermore, the environmental management activities outlined by owner-managers suggested some level of concern for looking after the natural environment.

However, some environmental management activities, as discussed by owner-managers, indicate a level of negative perspectives from some owner-managers. The owner-manager of business G stated that “wind power is noisy and has a negative visual impact,” and the owner-manager of business I stated how, “we need to be realistic, yet we want to be

environmentally sustainable.” Leading to a more positive view from the owner-manager of business C stating, “worm farms are good, they work and they’re really good, but we just don’t have the volume to do it.” Thus, as these comments present some disparity among the perceptions of these 3 owner-managers, a limited knowledge of effective implementation of environmental management activities in their micro and small tourism enterprises is suggested. Furthermore, it appears that micro and small tourism enterprises with 5 or more years in existence are implementing more than 3 environmental management activities. Table 5.4 provides an outline of micro and small tourism enterprises and environmental management activities they are currently implementing.

Table 5.4 Environmental Management Activities Implemented

Business	Type of Business	Environmental Management Activities Implemented	Years of operation	Total Employees
A	Tour company (2x OMs)	Recycling, energy efficiency, cleaning products, reusing, fuel efficiency	16	39
B	Tourism Aviation	Recycling, cleaning products	4	11
C	Geothermal Tourism Attraction	None	16	13
D	Kayak Oriented Business	Recycling, reusing, energy efficiency, minimise water use, fuel efficiency, cleaning products	31	12
E	Tourism Accommodation Business	Recycling, energy efficiency, cleaning products	40	21
F	Adventure Tourism	Recycling	3	5
G	Guided Trekking	Energy efficiency	1	0
H	Luxury Transportation	Recycling, minimise water use	7	0
I	Hospitality	Recycling, energy efficiency	3	0
J	Kayaking	Recycling, minimise water use	5	0
K	Luxury bed and breakfast (2x OMs)	Energy efficiency, minimise water use, cleaning products, guest involvement	5	0
L	Hospitality (2x OMs)	Cleaning products, energy efficiency, recycling, guest involvement	3	3
M	Backpackers (2x OMs)	Recycling, composting, cleaning products, guest involvement, energy efficiency	5	0
N	Transport(2x OMs)	Recycling	7	5

Essentially, Table 5.4 identifies 6 of the 14 micro and small tourism enterprises to be implementing more than 3 activities considered to be environmental management. Of these 6 businesses, 3 have been in operation more than 15 years and employ more than 11 staff. Furthermore, Hwang & Lockwood (2006) state that areas of common concern to most micro and small tourism enterprises include administrative regulations, access to finance and a lack of skilled labour. Thus, those micro and small tourism enterprises smaller in size and not so well established do not appear to be as likely to implement more than 3 environmental management activities because they may lack access to finance and labour necessary.

The following section provides an overview of key findings and discussion relative to exploring the level of awareness and interest of owner-managers toward schemes aiming for the environmental improvement of business.

5.4 Environmental Improvement Schemes

Owner-managers were asked about their thoughts on specific schemes aiming for the environmental improvement of business and the organisations that are behind those schemes. Specifically, these findings aim to explore levels of awareness and interest among owner-managers of micro and small tourism enterprises toward these schemes. Schemes include Green Globe, Sustainable Tourism Charters, Sustainable Business Network, The Natural Step and 'The Nature of Good Business' (Qualmark). One of the more interesting findings in this section was how some of the owner-managers did not seem to have much of an awareness of schemes aiming for the environmental improvement

of business unless they were participating in the scheme. Table 5.5 below identifies the micro and small tourism enterprises and the schemes they are involved with.

Table 5.5 Micro and Small Tourism Enterprises Involved in Schemes

Business	Location	Formed	Main products	Staff	Environmental Improvement Schemes
A	Whakatane	1990	Nature-based activities	32	Green Globe benchmarked BOP Sustainable Tourism Charter Qualmark rated
B	Rotorua	1992	Aviation tours	10	Rotorua Sustainable Tourism Charter
C	South Rotorua	1990	Walking nature-based tours	13	Green Globe benchmarked Qualmark rated
D	Tauranga	1975	Kayaking	6	Green Globe benchmarked BOP Sustainable Tourism Charter
E	Papamoa	1966	Cabins, camping, caravans	18	BOP Sustainable Tourism Charter Qualmark rated
I	Tauranga	2003	Motel	0	Qualmark rated
L	Whakatane	2003	Motel	0	Qualmark rated

As table 5.5 identifies above, most of the micro and small tourism businesses involved with schemes are larger and more established than those who are not.

5.4.1 Green Globe

Green Globe is one which most owner-managers of micro and small tourism enterprises have a basic awareness of, however there is a range of levels of interest. Awareness levels appear high because some owner-managers have had some kind of connection, communication or involvement with Green Globe either directly or indirectly due to it

being a fairly popular scheme in the tourism sector. However, this does not make owner-managers interested or enthusiastic about the scheme. Overall, from the perspective of 'interest' in the scheme, owner-managers thought the idea of Green Globe was good, as a benchmarking scheme aiming for the environmental improvement of tourism businesses, but that it had administrative weaknesses and unrealistic expectations such as being an extensive and time consuming process. McLaren (2003) states how the Green Globe scheme and has come under fire time and time again by other environmental organisations and other organisations in the travel and tourism sector because it seeks to avoid governmental or international legislation. Furthermore, Sasidharan and Font (2001) state that no conclusive evidence exists to support claims that schemes such as Green Globe actually improve the environment or are effective in encouraging environmental management in micro and small tourism enterprises.

For example of the micro and small tourism enterprises involved with the Green Globe scheme, comments included owner-manger of business A stating "the ideal is great but they've made it very complicated, and very time consuming." Furthermore, owner-manager of business C thought the Green Globe scheme was "expensive and top down". Thus, these 2 owner-managers of micro and small tourism enterprises participating in the Green Globe provided a somewhat negative perspective. Comparatively, owner-manager from business D indicated a positive level of interest in the scheme from a perspective of being involved by stating, "I like the idea of the framework and Green Globe because it gets the business to really think about what they're doing, Green Globe accepts that sometimes the most environmental products are not always the most sustainable." Essentially these quotes demonstrate that while there is awareness of the Green Globe

scheme among owner-manager, there is variable interest in the scheme. Table 5.6 below identifies micro and small tourism enterprises participating in the scheme.

Table 5.6 Micro and Small Tourism Enterprises Participating in Green Globe

Business	Location	Formed	Main products	Staff
A	Whakatane	1990	Nature-based activities	32
C	South Rotorua	1990	Walking nature-based tours	13
D	Tauranga	1975	Kayaking	6

Thus, it is an interesting finding that of the 3 micro and small tourism enterprises participating in Green Globe, 2 made negative comments (Business A and C) about the scheme. In addition, these businesses are well established, being in operation for 16 years or more, and have sufficient staff numbers, employing 6 or more. These findings identify possible similarities with comments made by scholars, which suggest that the small size of a business is a primary reason for low levels of participation in schemes aiming for environmental improvement of business, and also, limited implementation of environmental management in micro and small tourism enterprises.

The majority (10 out of 14 micro and small tourism enterprises) of owner-managers interviewed gave comments that reflected the following themes on their perception of the Green Globe scheme; 1) the perception that being involved with the scheme, and hence, implementing environmental management in their business is difficult and time consuming; 2) it is expensive; and 3) it is impractical. Comparatively, positive perceptions were that some owner-managers saw the scheme as good for business because it provides a benchmark.

The perspective that Green Globe is difficult and time consuming is expressed by owner-managers of 3 micro and small tourism enterprises. Owner-manager of business B stated, “I’ve never really had a good look at it and because for some reason in the back of my mind it flashes a little bit that its going to be a lot of work and it will cost us a lot of money and it feels like with us with aviation that that’s going to be really hard.” While the owner-manager of Business E expressed that, “from what I’ve seen to me it was a hell of a lot of paperwork with a lot to do to achieve the standard and really not a lot to show for it”. Furthermore, the owner-manager of business G states, “From a small tourism operators perspective it’s actually quite hard because you can’t meet the standard.” These 3 owner-managers appear to have some awareness of the scheme and a low level of interest to be involved due to the owner-manager perceptions of the scheme being quite negative. Essentially, these negative perspectives relate to perceived level of difficulty and the time consuming process of involvement.

Comments from the perspective that the Green Globe scheme is expensive include the owner-managers of business G saying, “we’re talking about an industry where so many of the operators are small, \$550 is expensive, and I would question what you would get for that, Green Globe is expensive.” Similarly, owner-manager of business M stated, “I think its great, the reason why I don’t really know much about these things is one, the money, you know, we’re such a small business and turnover is not huge at all.” “You know we survive, kind of thing and I know that to be affiliated with any of these its all going to cost money.” Thus, it appears from these comments that cost is a major issue for owner-managers of micro and small tourism enterprises in relation to interest in the scheme.

Furthermore, the owner-manager of business H stated, “I would say that I would put that in the bullshit basket, because I would say that there’s some former school teacher who is now a beauracrat who has dreamt the whole thing up and it’s just another tax on industry.” This comment indicated a highly pessimistic perspective of the scheme.

Owner-managers of business I saw the scheme as impractical and stated how, “that will only be practical for someone who owns the business and owns the property, and necessary changes you can do, I lease the business and I have limitations.” This indicates that owner-manager interest and awareness in the Green Globe scheme is not a straight forward issue. Perspectives include an indication of the limitations of the scheme as being cost and administration related.

However, 2 of the owner-managers of micro and small tourism enterprises saw the scheme as good for business. They provided comments that the scheme provides benchmark for businesses to work towards and thus improve their systems. For example, while the owner-manager of business J stated, “I just think it’s a revenue builder.” They went on to say, “it is good for the company, individual companies to benchmark and actually have something to go off, at least know how much diesel you’re putting into the atmosphere.” Similarly, owner-manager of business L stated, “it sounds good, I think anything that provides benchmark for things, that’s why we subscribe to Qualmark because it provides a standard, because you can run a business and be all over the place, but if you’ve got guidelines and especially if they’re set by someone out there who’s done it all before, you’ve got something to work towards.” Finally, business M stated, “it does give you a set of rules,

gives you a third party perspective of your business, takes you outside the square,” which they saw as a positive.

Furthermore, the owner-manager of business F stated how they were, “not long enough in the tooth for it as a business.” They continued in their comments to state, “I have given it a thought, there’s a couple of areas for me that would slow me down, I probably don’t know enough about it but anything that encourages the earth to not get polluted has got to be good.” While this comment demonstrates some interest in the scheme, it did not suggest a desire to participate in it.

Owner-managers of micro and small tourism enterprises have considerable awareness in the Green Globe scheme, yet levels of interest in the scheme vary significantly from seeing it as positive due to providing a standard or benchmark for business to achieve, through to it being expensive, time consuming and impractical. Sasidharan and Font (2001) state that despite the benefits of environmental improvement schemes such as Green Globe, no conclusive evidence exists to support claims that these schemes actually improve the environment or are effective in encouraging environmental management in micro and small tourism enterprises. As such, Green Globe will need to overcome key challenges of time, cost and limited practicality constraints for micro and small tourism businesses if it is to continue growth in the New Zealand tourism sector. The next section of this chapter provides key findings and discussion on the Sustainable Tourism Charter scheme.

5.4.2 Sustainable Tourism Charter

As a localised environmental improvement scheme, the Sustainable Tourism Charter (STC) appears to have had more of a positive response from owner-managers of micro and small tourism enterprises. For example, the owner-manager of business B identified, “its great, it’s a government thing and they spent a good two days with us assessing us and then they made a full report on us and then they’ve came up with some suggestions of things we can do and of that we’ve picked so many this year, and we’ve said ok this is what we’re going to try to achieve this year, so that was very good and also very realistic.” Furthermore, the owner-manager of Business E, a micro and small tourism enterprise currently participating in the Charter, stated “probably the main thing that I really agree with is the fact that they understand what may be the best environmentally may not be economically sustainable in the long run. So it’s all about good business practices.” These comments reflect a perception of simplicity and usability of this scheme, thus highlighting a higher level of interest in the scheme.

On a similar level of interest, the owner-manager of business N stated, “I think it’s great because there’s some obvious, conscious effort to sustain tourism in this area and companies got behind it. I think it’s great because there’s a conscious effort to sustain tourism in the Bay of Plenty.” The owner-manager of business M stated, “its good, its all positive, I’m quite interested in that. However, this owner-manager then provided a contradictory comment regarding difficulty in finding ‘environmentally friendly’ cleaning products; “we obviously use a lot keeping the place clean and stuff like that and that’s one thing I find very hard around here is access to environmentally friendly cleaning products, and then when I do find them, they’re so expensive.” Thus, while a scheme may provide

helpful assistance in terms of ideas and structure, if products required are not easily accessible or affordable, effort initiated by schemes such as STC may be redundant.

Micro and small tourism enterprises that appeared to have a lower level of awareness provided the following comments on STC. Business J stated, “I think it would be good for this region in respect to the companies in tourism and it just brings people closer and sort of gets people thinking along the same long line, definitely I think it would be great.” While owner-manager of business G stated, “I’d be interested in finding out more, but the thing is for us, when you join a program like that, if you’re operating with those systems anyway the only benefit is with the brand and I want to know that \$550 for another association is actually going to provide that benefit.” Owner-manager of business L stated, “I guess they’re all sort of aiming at doing a similar thing aren’t they and I guess a New Zealand based thing is perhaps more, I mean I’m all for supporting local New Zealand things, but then again if it’s a world wide thing then perhaps people from overseas would be more inclined to recognise it as well.” Thus, while these comments appear to have a low level of awareness of this scheme they do provide a positive perspective which may be interpreted to be a level of interest in the scheme.

Similarly, the owner-manager of business F stated, “I’ve heard of them, just haven’t got there, so many things to do when you run your own business and I don’t know much about them.” The owner-manager of business I stated that they were, “not really aware of that.” Leading into a negative level of interest in the scheme the owner-manager of business J stated that it is something that is, “well intended, I think certain things can be done but there again you know you’ve got these people and that’s their job, and the rate payers are

paying for it and its just another tax.” These comments demonstrate both a low level of awareness and interest in this scheme.

Further to that, some owner-managers with a high level of awareness, such as those actually participating in the scheme, had a negative perspective. For example, the owner-manager of business A stated, “There’s a lot of waste money the sustainable tourism charter and after a while you get a bit sick of it to be honest. They continue on to state that “its way too top-heavy that stems from this government they are not business owner friendly by any means.” This comment is a finding of particular interest as it highlights a perception from an owner-manager currently participating in the STC scheme to be negative and suggests possible administrative weaknesses and thus a low level of interest.

From a more neutral perspective, the owner-manager of business C who is also involved with the scheme stated how, “its been successful, and now because it is successful, is when we will have to be very staunch about retaining ownership locally and not letting central organisations like Qualmark, or TIANZ hijack it.” This comment demonstrates a high level of awareness in the scheme and a level concern in the scheme retaining a localised approach to environmental management.

The owner-manager of business D stated, “it’s a good base level and if you can achieve that you are bound to be able to get Green Globe so I’d rather go with something international more than something local.” Thus while also demonstrating a high level of awareness in the scheme this owner-manager has a preference for something more international and marketable.

Essentially, levels of interest and awareness of the Sustainable Tourism Charter vary greatly. This section has identified 5 of the 14 owner-managers of micro and small tourism enterprises interviewed as having a good level of awareness and understanding of the scheme. Yet, 2 of those 5 owner-managers have a low level of interest in the scheme by providing a negative perspective that highlights issues, such as, that it is costly with not much benefit, ineffective administration and that it is a government initiative and is too localised. The following section identifies key findings and provides discussion that highlight levels of interest and awareness in the Sustainable Business Network, a non-tourism focussed scheme.

5.4.3 Sustainable Business Network

The Sustainable Business Network (SBN) as a scheme which acts as a forum for New Zealand businesses, encouraging the exchange of ideas and experiences, aiming to promote and support businesses on the path to becoming sustainable (Sustainable Business Network, 2006). SBN has had a mixed response from owner-managers which may be due to an apparent low level of awareness of the scheme. Furthermore, since SBN is not a tourism focused scheme it may be that owner-managers of micro and small tourism enterprises do not see participation as important.

A perspective from 3 owner-managers with a high level of awareness, yet a low level of interest in SBN include, owner-manager of business A stating that the SBN is, “just another fee really,” and the owner-manager of business C stating, “we got out of the SBN, when it started to be Auckland sending down one control to local people, it stopped being about and

for the local people and became all about Auckland telling us how to think, to the extent of sending down great long diatribes, and overheads about this is the division, this is how its articulated.” Additionally, the owner-manager of business B, a micro and small tourism enterprise involved with the Sustainable Tourism Charter scheme stated their perspective on the SBN being; “I haven’t really looked into it that much because we deal with Sustainable Charter I feel like, we’re working on it and we’re doing what we can and to be honest we haven’t really looked at much else.” Griffin & DeLacy (2002) state, the degree and scope of SBN in micro and small tourism enterprises may be determined by the owner-manager willingness and ability to adopt environmental management. In addition, these themes are found in comments made by owner-managers of micro and small tourism enterprises currently involved with other schemes. Thus, there does not appear to be a willingness to participate in the SBN scheme by owner-managers currently participating in other schemes aiming for environmental improvement of business, such as the tourism sector focused Green Globe or Sustainable Tourism Charter schemes.

Comparatively, from a more positive perspective, the owner-manager of business D stated, “I guess the idea is good, it probably won’t get off the ground too easily, some businesses might leap into it but when it is at our level, when it’s the owner manager, it probably won’t, just because, and I don’t have the time to worry about that.” “So maybe for other businesses that are much more organised or enjoy chasing paper, that’s my opinion of it.” Accordingly, Jurowski (2005) states how participation in this scheme and effective environmental management requires owner-managers with knowledge and commitment to the implementation of sustainable practices. Thus, with this owner-manager having an

apparently limited level of commitment and knowledge of this scheme, it seems that levels of awareness and interest in the scheme are low.

The minority of owner-managers, had a positive perspective or high level of interest in the scheme and the owner-manager of business E stated, “I think it’s a fabulous idea, the networking thing is just so essential, the more that businesses can help each other out the better and even if its just talking and throwing round ideas and he’s doing this and they’re doing that, and whatever, it just helps everybody for the better really.”

Owner-manager of micro and small tourism enterprises with little to no awareness or low level of interest in the SBN scheme, included comments such as, the owner-manager of business F stating; “I don’t know much about it, I suppose, it’s the same (as Qualmark), most of these things its like a compliance cost, but I mean the trouble is we’re getting so many of them that we’re losing the focus, and I think we need less and better organised.”

From a similar perspective the owner-manager of business G commented; “we haven’t got into it, there just seems to be so many things to get into, its just something that we haven’t prioritized I guess, but I’m aware of it being there and if people want to focus on it then that’s fine its just not for us at the moment.” Yunis (2003) states that while the micro and small tourism enterprises keep their priority clearly on profit and reducing costs, rather than sustainability, progress towards sustainable development is not capable of expanding beyond a few niche businesses. Therefore, micro and small tourism enterprises appear to find difficulty in perceiving that involvement with schemes aiming for the environmental improvement of business are too costly their business.

Essentially, there is not much awareness or interest in the SBN scheme among owner-managers of the micro and small tourism enterprises, which is highlighted by negative comments. The following section provides key findings and discussion on the scheme; The Natural Step.

5.4.4 The Natural Step

The Natural Step (TNS) provides for a systemic perspective of environmental management that encompasses key dimensions of environmental sustainability along with inequality, labour conditions and rights, national sovereignty, and cultural and community impacts (Osland *et al*, 2002). Essentially, this scheme was relatively unfamiliar to owner-managers of micro and small tourism enterprises. The owner-managers in this study were not aware of the scheme, yet 6 were interested to learn about it. As such, a sheet with information on the scheme was prepared by the researcher (see appendices 1.6) to give to owner-managers who wished to find out about the scheme. Thus, 6 of the 14 micro and small tourism enterprises in this study provided comments on this scheme and gave an indication of possible levels of interest.

Overall, owner-managers appeared to regard this scheme as complex, the owner-manager of business A stated that; “if they’d just get back to basics about things like how long does it take if you throw that disposable nappy, how long does that take to break down?” Owner-manager of business J stated, “It sounds pretty full-on, I would probably see that more with a company like Shotover Jet, or Queenstown Rafting or someone who could probably spend \$10,000 or employ someone solely just to be focused on that. I think it’s a bit more of a corporate angle, I think it would definitely be good for a larger company but

not a small to medium business.” Thus, as these 2 owner-managers perceive the scheme to be complex, or more appropriate for a larger company, it is valid to state that owner-managers of micro and small tourism enterprises are not interested in participation with a scheme such as TNS.

From a more positive perspective, the owner-manager of business E stated, “I guess the framework looks ok, its got bits there about economic which is good and its also got the environmental and social which is good. I’d say it would be interesting, I’d say it would be wrong timing for us.” Similarly the owner-manager of business L stated how TNS is, “probably more for people setting up business plans and things for companies that they’ve got some sort of guidelines to go on.” These comments suggest some interest in the scheme but not enough to want to participate, and thus, is an indication of fairly low level interest.

Furthermore, the owner-manager of business G stated, “where I see the benefits in something like that is you know we can do all of that stuff ourselves and the benefit for us is the marketing that it provides and the networking it provides.” Similarly, the owner-manager of business M stated, “that’s quite good, its quite educational, its good, its all positive isn’t it.” Furthermore, “at the end of the day, that (the not-for-profit concept) was most significant, I feel like it would be a fantastic benefit to the business to have that understanding (long term planning and strategy for ‘sustainability’) so that as an operator I can be a bit more conscious of it, but at the same time my other business side of me is going, can’t spend the money.” These comments highlight a possible common dilemma for most owner-managers of the micro and small tourism enterprises, that while they can see

the positive benefits of environmental improvement schemes such as TNS, they find it difficult to commit due to a perception of complexity and cost of the scheme. This is supported by Pigram (1998) that in the context of micro and small tourism enterprises, owner-managers must perceive the advantages of implementing environmental management; or, at least, they must be convinced of the disadvantages in not pursuing this approach. Thus, as Yunis (2003) states, while micro and small tourism enterprises keep their priority clearly on profit and reducing costs, they will not commit to schemes such as TNS.

The following section aims to provide findings and discussion of the scheme, 'The Nature of Good Business' initiated by the organisation of Qualmark. However, as owner-managers of the micro and small tourism enterprises had awareness of Qualmark, which provides a quality accreditation framework for the tourism section in New Zealand, owner-manager comments became focused on Qualmark, the organisation initiating the scheme.

5.4.5 'The Nature of Good Business' (Qualmark)

Qualmark is an organisation that is very well known in the New Zealand tourism sector as a quality grading system for accommodation providers, and a quality endorsement for activity, attraction and transportation operators. From an overall perspective, owner-manager comments on Qualmark were more negative, which suggests that there would not be much interest in a scheme initiated by Qualmark, such as 'The Nature of Good Business.' Furthermore, it is interesting to note that 5 of the 14 micro and small enterprises included in this study were actually participating in the scheme, see Table 5.7 below for an outline of these businesses, while 3 additional owner-managers of micro and small tourism

enterprises were considering participating in the Qualmark grading system in the near future. Thus, there was a potentially high level of awareness from owner-managers of the organisation.

Table 5.7 Micro and Small Tourism Enterprises Participating in Qualmark

Business	Location	Formed	Main products	Staff
A	Whakatane	1990	Nature-based activities and Motel	32
C	South Rotorua	1990	Walking nature-based tours	13
E	Papamoa	1966	Cabins, camping, caravans	18
I	Tauranga	2003	Motel	0
L	Whakatane	2003	Motel	0

From a negative perspective, the owner-manager of business A stated, “Qualmark doesn’t rate very highly, even though we are Qualmarked you’re virtually blackmailed into it actually because Tourism Board pushes Qualmark endorsed activities.” Similarly, the owner-manager of business C stated, “Qualmark cost me \$860 a year and I’m still not sure what benefit I get from it. Other than too scared not to, there’s weaknesses in their grading systems.” Furthermore, owner-manager of business H stated, “I’ve been extremely doubtful about Qualmark and we got Qualmarked the other day and they were just so slack and I sent them an email and said who Qualmarks the Qualmark, and I just wouldn’t rate Qualmark as an organisation by itself very highly at all.” Owner-manager of business J stated that they were, “not too stoked about Qualmark, they come across as government that basically says well if you don’t get on board you’re going to be at the bottom of the pile, so

its just a matter of time really before you're going to have to pay them." While the owner-manager of business M stated, "we don't have anything to do with them, it's all about the money, it costs over a thousand dollars or something like that for them to come in and rate you, or mark you or whatever." Finally, the owner-manager of business I made the comment relating to cost of involvement that, "I'd rather put it on the property and offer a better property or a discount to the guests than giving money to them." Key themes include the mostly negative perspective of owner-managers coming from the issue of the high cost of participation in the organisation's grading system, and a owner-manager perception of low level of service provided for the fee charged.

The owner-manager of business K stated from a mostly negative perspective that they think of the organisation as, "great except that it's another added cost to our business and we seem to be getting all these impositions on us to either comply or to pay money to somebody to give us this certificate to say we're Ok." Further that, "the idea of it is good except they are very inflexible, because they charge the same rate to someone who's got a two bedroom B&B as they would for a motel or hotel." The owner-manager of business J went on to state how, "I've looked at Qualmark and Green Globe but I'm holding back on it, I don't think its going to put more dollars in my pocket at the moment, I'd be more inclined to go into the local Westpac Sustainable Business awards than to go and do something like that." These comments indicate a potentially low level of interest in participating in a scheme initiated by Qualmark. Essentially, key themes evolving from these comments are that 7 of the 14 micro and small involved in this study made negative comments, 2 had no comment, and the remaining 5 micro and small tourism enterprises

made positive comments. Thus, with a total of 12 micro and small tourism enterprises contributing, there is more owner-manager with a negative perspective of this scheme.

Comments from a positive perspective included, the owner-manager of business E stating, “we’ve always supported Qualmark, we think having an independent assessment of your business is really essential and its something everybody should do, you have to have an outside look at your business and get a good opinion.” Similarly, the owner-manager of business G stated, “I think Qualmark has been really successful, it has established itself as an industry standard, not so much quality standard, but liberal ability type standard and people know, and it is a credibility thing, especially for small operators, credibility is really important.” The owner-manager of business D stated, “What I like about it is it actually looks a little bit more at business running and has a little bit more business orientated things to it.”

The owner-manager of business N stated positively that, “Qualmark seems to be a great marketing tool that the industry uses to give the customer a satisfaction and I think there is room for that.” Interestingly, the owner-manager of business L stated, “we’ve found it fine for that reason that we use it as a benchmark, it gives us a standard to work towards we don’t believe in everything they tell us but that’s ok, we get on well with the guy that comes and does the assessing.” Essentially, from a positive perspective, and thus higher level of interest, Qualmark is an organisation that provides business assessment standards to work toward, a level of public credibility and assistance as a marketing tool for micro and small tourism enterprises.

This section has provided key findings that relate to the awareness and interest in Qualmark as an organisation initiating an unknown scheme, 'The Nature of Good Business'. Interestingly, 2 of the 7 owner-managers of the micro and small tourism enterprises that made negative comments about the organisation were actually participating in the grading system, which suggest considerable weaknesses in the organisation. These comments included, that business A feels 'blackmailed' into the Qualmark scheme, and business C stated how Qualmark costs a lot and does not seem to provide much benefit. Thus, as Qualmark does appear to rate highly among owner-managers of micro and small tourism enterprises, it seems further review is required to address the key issues, which have been identified in this study to be cost and complexity of involvement in the organisation.

5.5 Summary

This chapter has provided key findings from 14 semi-structured interviews of owner-managers in the Bay of Plenty region, New Zealand. Findings were focused on achieving research objectives of:

1. Gaining insight into environmental management implemented by micro and small tourism enterprises
2. Exploring the level of awareness and interest among owner-managers of micro and small tourism enterprises toward schemes aiming for the environmental improvement of businesses

Environmental management implemented by micro and small tourism enterprises included recycling, energy efficiency and using 'environmentally friendly' cleaning products. This

provided some insight that the level of environmental management implemented was only one or two environmental management activities taking place within each micro and small tourism enterprise. Essentially, scholarly discussion on environmental management has identified that effective implementation requires significant knowledge and commitment of owner-managers of micro and small tourism enterprises.

This chapter has presented findings sharing the levels of awareness and interest in schemes aiming for the environmental improvement of business, including Green Globe, Sustainable Tourism Charter, Sustainable Business Network, The Natural Step and 'The Nature of Good Business,' (Qualmark). Essentially, quotes from owner-managers suggest more of an overall negative perception of these schemes, with most issues being relative to cost, complexity and time consuming nature of participation. Furthermore, negative perceptions were not altered by whether or not a micro and small tourism enterprise was involved with a scheme.

Essentially, Schaper and Carlsen (2004) identifies three issues that have bearing on whether tourism enterprises will adopt environmental management; (1) knowledge of appropriate practices and technologies to adopt in a certain context; (2) the perception that some benefits will arise out of adopting such practices; and (3) the existence of effective sanctions to ensure that an appropriate level of environmental performance is maintained. Thus, implications are that owner-managers of micro and small tourism enterprises require more knowledge of schemes and environmental management practices, a perception of the

benefits of environmental management, and external assistance. The next chapter will provide conclusions and recommendations from the key findings of this thesis.

6 Conclusions

6.1 Introduction

This chapter aims to provide conclusions and recommendations that follow on from key findings and discussion in Chapter 5. This discourse is intended to draw attention to important themes and recommendations relative to achieving research objectives. As an exploratory study, conclusions and recommendations from 14 semi-structured interviews of owner-managers of micro and small tourism enterprises in the Bay of Plenty region, New Zealand are provided with the aim of achieving the following research objectives:

1. Gaining insight into environmental management implemented by micro and small tourism enterprises.
2. Exploring the level of awareness and interest among owner-managers of micro and small tourism enterprises toward schemes aiming for the environmental improvement of businesses.

Environmental performance of micro and small tourism enterprises is suggested to be significantly influenced by the individual characteristics and behaviour of the owner-manager (Komppula, 2004). Thus, it has been an important study to explore characteristics and behaviour of owner-managers of micro and small tourism enterprises by identifying environmental management being implemented, and owner-manager awareness and interest in schemes aiming for the environmental improvement of business. Findings from this study seek to pose avenues for effective future research and aim to further the

understanding of why the suggested lack of sustainable tourism implementation remains evident in tourism.

Pigram (1998) identifies how the tourism sector appears to be accepting that their future prosperity relies heavily on the maintenance of the environmental qualities on which it depends. However, findings in this study suggest limited knowledge and determination of owner-managers to implement effective environmental management activities within their micro and small tourism enterprises. Environmental management activities may be considered part of the maintenance of environmental qualities of a destination. As such, findings suggest that owner-managers of micro and small tourism enterprises may not be accepting of their participation in maintaining environmental qualities due to apparent low levels of environmental management implemented. Furthermore, interview findings identify that this may be due to owner-managers not being able to see connection between their day-to-day business activities playing a role in maintaining the environmental qualities on which they depend. Therefore, future research may include further enquiry as to why owner-managers of micro and small tourism enterprises do not appear to see their role as important in maintaining environmental qualities of their region through effective environmental management. Nor do they appear to perceive their micro and small tourism enterprise as contributing to negative environmental impacts, and thus, do not see the need to address potentially harmful business activities. As such, future research may also seek to identify negative environmental impacts of 'day-to-day' business conducted by micro and small tourism enterprises in order to yield important information that may assist in increasing implementation of environmental management.

Schaper and Carlsen (2004) state that there is a significant moral or value-based element as to why small and micro tourism enterprises should be involved in environmental matters and environmental management and that the prevention or rectification of environmental problems should be done by individuals and by businesses because it is a good thing in itself – the correct or moral choice of action – not because of any potential direct or indirect benefits which may accrue to them as a result of such actions.

In addition, Schaper and Carlsen (2004) identify environmental management measures to include basic elements such as; paper recycling and consumption reduction; packaging issues; energy audits; economising on water, lighting, electricity and gas consumption; the nature of motor vehicle and public transport usage; involvement with environmental lobby groups; equipment purchases and usage; and staff training and participation. However, owner-managers in this study did not seem to see their micro and small tourism enterprise as having much of a negative environmental impact. Furthermore, they did not seem to feel empowered or knowledgeable enough to implement environmental management measures, as such, most of the above identified measures were not implemented in the micro and small tourism enterprises in this study. Thus, further study into owner-manager knowledge of environmental management may be effective in clarifying why these measures are not being implemented.

Owner-manager perceptions of implementing environmental management were identified in this study to be potentially due to constraints such as lack of financial and human resources, and thus, owner-managers appeared to view it as not possible for them to do much more than recycling. Hwang & Lockwood (2006) stated how areas of common concern to most micro and small tourism enterprises include administrative regulations, access to finance and a lack of skilled labour. Furthermore, Pigram (1998) concurs how the expertise, expense and long-term commitment of resources involved in lifting environmental management performance inevitably mean that the adoption of environmental management is 'currently, a minority activity, confined, in the main, to a few large enterprises. Therefore, research into levels of environmental management in medium to large tourism enterprises could provide important information in the pursuit of sustainable tourism business. In addition, further research into levels of owner-manager concerns, knowledge and ability to effectively implement environmental management measures may also be an important study.

In response to achieving the first objective of this study, it was apparent that low levels of environmental management implemented by micro and small tourism enterprises in the case study region exist. Schaper and Carlsen (2004) ask why should micro and small tourism enterprises deal with environmental matters, and why should businesses adopt a 'greener' perspective in their operations? Likewise, the owner-managers in this study provided discussion that came from a similar perspective, and as such, gave possible reasons for low levels of environmental management. Most owner-managers interviewed saw recycling and some attempts at energy efficiency initiatives as environmental

management in their business. This identified a need for future research to advance understanding of these perspectives with the aim of further developing owner-manager knowledge and understanding of environmental management measures easily obtainable for micro and small tourism enterprises.

Essentially, according to Gunn (1994), tourism's contribution to environmental stress is the responsibility of everyone, including tourism's developers and managers, and that quality of place means everything to tourism's success, and environmental degradation must be of concern to everyone involved in tourism (Gunn, 1994). As such, widespread tourism research is recommended to be conducted on the owner-managers of tourism enterprises in order to clarify levels of knowledge and understanding of environmental management, uncover possible processes to increase owner-manager knowledge, and yield further important information in the pursuit of sustainable tourism business.

This study found that a lack of environmental management in micro and small tourism enterprises is potentially impacted by several background factors; 1) the role of the owner-manager in the business as one that is 'needed' to be 'everywhere' in the business, and thus, 'too busy' to think about effective implementation of environmental management; 2) low levels of knowledge and experience in tourism; and 3) limited human resource in their micro and small tourism enterprises. However, in order for environmental management implementation to increase, Pigram (1998) states how owner-managers must perceive the advantages of implementing environmental management; or, at least, they must be

convinced of the disadvantages in not pursuing this approach. Thus, when addressing owner-manager issues such as being 'too busy,' having low levels of knowledge and experience, and limited human resources, environmental management schemes should identify and clarify advantages of implementation, and disadvantages of not implementing. As such, future research that aims to clarify the needs and concerns of owner-managers relative to achieving effective implementation of environmental management will yield important information in the pursuit of sustainable tourism business.

In achieving the second research objective, exploring levels of owner-manager awareness and interest in schemes aiming for the environmental improvement of business, research findings revealed that levels of awareness and interest were low. Schemes included for discussion in this study were, Green Globe, Sustainable Tourism Charter, Sustainable Business Network, The Natural Step and 'The Nature of Good Business,' (Qualmark). Essentially, findings from owner-manager interviews clarified that low levels of owner-manager awareness and interest in schemes is impacted by; 1) cost of participation in schemes; 2) complexity of schemes; and 3) an apparent lack of utility for micro and small tourism enterprises. These findings present common themes alongside owner-manager views toward implementation of environmental management being relative to cost and complexity of activities. In addition, owner-managers held the perception that schemes were not useful due to the lack of resources common to micro and small tourism enterprises. Similarly, Kozak and Nield (2004) comment that weaknesses in schemes are that they do not have regularity in their scope, coverage and organisational effectiveness. Therefore, schemes are not supportive of meeting the concerns relative to limited resources

in micro and small tourism enterprises, as such, further research of the possible limitations of schemes is suggested.

Identifying another owner-manager perspective, Sasidharan and Font (2001) state that previous social science research suggests that environmental education of consumers and increasing environmental awareness does not necessarily stimulate environmentally responsible purchasing behaviour. Therefore, with consumers potentially not being stimulated by tourism businesses participating in schemes aiming for the environmental improvement of business, or implementing environmental management measures, there may not be much incentive for owner-managers of micro and small tourism enterprises to be proactive. Comparatively, Schaper and Carlsen (2004) argue that the last two decades have seen the emergence of a discernible new market segment, the environmentally-conscious purchaser or 'green consumer.' As such, further research may be required to verify these consumer trends, and potentially seek to educate owner-managers of micro and small tourism enterprises to implement environmental management that aims to meet these emerging consumer needs.

Le and Hollenhorst (2005) state how it is believed that sustainable tourism and environmental management can only be achieved through cooperation among government agencies, host communities, tourism businesses, and tourists themselves. In addition, Branzei & Vertinsky (2002) state how governments' apparent leadership in environmental protection can help foster and reinforce proactive corporate behaviours. Hence, when this study addressed owner-manager awareness and interest in schemes aiming for

environmental improvement of business, 3 of which that were government funded, including; Sustainable Tourism Charter, Sustainable Business Network and 'The Nature of Good Business' (Qualmark); mostly negative comments were made. These comments uncovered themes relative to the possible limited effectiveness and lack of support provided by government funded schemes, and thus, government assistance and leadership for environmental management may not be effective strategy for micro and small tourism enterprises. However, further widespread research of the tourism sector should be conducted to verify this. Similarly, Sasidharan and Font (2001) state that no conclusive evidence exists to support claims that schemes aiming for the environmental improvement of business actually improve the environment or are effective in encouraging environmental management in micro and small tourism enterprises. As such, further research into the effectiveness of schemes aiming for the environmental improvement of business is required to deepen understanding of owner-manager and micro and small tourism enterprise issues relative to administration, cost and levels of support.

This case study has explored and provided insight into key themes relative to owner-manager perceptions toward environmental management in micro and small tourism enterprises located in the Bay of Plenty region of New Zealand. While important information in the pursuit of sustainable tourism business has been identified, significant further study is suggested using a larger sample size and greater geographic area for validation. Essentially, Schaper and Carlsen (2004) state that while it is hard to gauge the overall negative environmental effect of micro and small tourism enterprises around the world it has been claimed that they may be responsible for up to 70% of global environmental pollution. Thus, if the tourism sector is to be made more consistent with

ecological principles and sustain the environmental qualities on which it depends, then tourism business activities must be examined thoroughly and the tourism sector must be prepared to re-think what may well be a fundamentally flawed process: as ultimately, all tourism greatly costs the earth (McLaren, 2003).

7 References

- Ahmad, G. (2005). Small Firm Owner-Managers' Networks in Tourism and Hospitality. *International Journal of Business and Society*. Volume 6, 2, 37-54
- Ateljevic, J., & Doorne S. (2003). Diseconomies of scale: A study of development constraints in small tourism firms in central New Zealand. *Tourism and Hospitality Research*. Volume 5, No. 1, 5 – 24
- Beckon, S. (2004). The role of tourist icons for sustainable tourism. *Journal of Vacation Marketing*. Volume 11, No.1, 21 - 30
- Boyes, H. (2005). *Implementing Sustainable Tourism – A Northland Case Study*. Unpublished Thesis. Dunedin: University of Otago
- Branzei, O., & Vertinsky, I. (2002). Eco-sustainability orientation in China and Japan: differences between proactive and reactive firms. In S. Sharma & M. Starik (eds.) (2002) *Research in Corporate Sustainability: The Evolving Theory and Practice of Organisations in the Natural Environment*. Cheltenham, UK: Edward Elgar
- Butler, R. W. (1998). Sustainable tourism – looking backwards in order to progress? In C. M. Hall & A. A. Lew (Eds.) (1998). *Sustainable Tourism*. (pp. 25 – 34). Harlow, United Kingdom: Addison Wesley Longman.
- Career Services (1998). *Living and Working in Bay of Plenty*. <http://www.careers.govt.nz/default.aspx?id0=19906&id1=bayofplenty> [May 10, 2007]

- Cater, E., & Lowman, G., (Eds) (1997). *Ecotourism: A Sustainable Option?* Chichester: John Wiley & Sons Ltd.
- Cloesen, N. (2003). Approaches towards nature based tourism policies in Australia and New Zealand. *Asia Pacific Journal of Tourism Research*. Volume 8, No. 1, 72-77
- Curran, J., & Blackburn, R. A. (2001). *Researching the Small Enterprise*. London: SAGE Publications
- Destination Rotorua (2006). *Rotorua: Feel the Spirit, Manaakitanga*. <http://www.rotoruanz.com/index.asp> [June 6, 2007]
- Ecotourism Australia (2006). *Eco Certification Program: The 'eco-tick' assurance for: Operators, Protected Area Managers, Local Communities and Travellers*. <http://www.ecotourism.org.au/neap.asp> [December 2, 2006]
- Environment Bay of Plenty (1999). *Bay of Plenty Regional Policy Statement*. <http://www.envbop.govt.nz/media/pdf/rps.pdf> [May 11, 2007]
- Environment Bay of Plenty (2005). *Local Governance Statement*. <http://www.envbop.govt.nz/media/pdf/localgovernancestatement2005.pdf> [May 11, 2007]
- Environment Bay of Plenty (2006). *About Us*. <http://www.ebop.govt.nz/About-us/About-Us.asp> [December 1, 2006]
- Environment Bay of Plenty (2007). *Our Region*. <http://www.envbop.govt.nz/Our-Region.asp> [May 10, 2007]
- Forbes, B. (1998). Curry County sustainable nature-based tourism project. In C. M. Hall & A. A. Lew (Eds.) (1998). *Sustainable Tourism*. (pp. 119 – 131). Harlow, United Kingdom: Addison Wesley Longman.

- Gehrke, T. (2000). *Towards the implementation of sustainable business practices in New Zealand organisations – a review of current activities and new trends such as The Natural Step framework*. Working Paper. Lower Hutt: The Open Polytechnic of New Zealand
- Getz, D., Carlsen, J. & Morrison, A. (2004). *The Family Business in Tourism and Hospitality*. Wallingford: CABI Publishing
- Green Globe (2006). *Travel Planner*. http://www.greenglobe.org/page.aspx?page_id=17
[December 2, 2006]
- Griffin, T., & DeLacey, T. (2002). Green Globe: sustainability accreditation for tourism. In R. Harris, T. Griffin & P. Williams (eds.) (2002) *Sustainable Tourism: A Global Perspective*. Sydney: Butterworth-Heinemann
- Griffin, T. (2002). An optimistic perspective on tourism's sustainability. In R. Harris, T. Griffin & P. Williams (eds.) (2002) *Sustainable Tourism: A Global Perspective*. Sydney: Butterworth-Heinemann
- Hall, C. M. (1998). Historical antecedents of sustainable development and ecotourism: new labels on old bottles. In C.M. Hall & A.A. Lew (Eds.) (1998) *Sustainable Tourism* (pp. 13 – 24) Harlow, United Kingdom: Addison Wesley Longman.
- Ham, S. H., & Weiler, B. (2002). Interpretation as a centrepiece of sustainable wildlife tourism. In R. Harris, T. Griffin & P. Williams (eds.) (2002) *Sustainable Tourism: A Global Perspective*. Sydney: Butterworth-Heinemann
- Hunter, C. (2002). Aspects of the sustainable tourism debate from a natural resources perspective. In R. Harris, T. Griffin & P. Williams (eds.) (2002) *Sustainable Tourism: A Global Perspective*. Sydney: Butterworth-Heinemann

- Hwang, L. J. & Lockwood, A. (2006). Understanding the challenges of implementing best practices in hospitality and tourism SMEs. *Benchmarking: An International Journal*. Volume 13, No. 3, 337-354
- Jennings, G. (2001). *Tourism Research*. Milton, Queensland: John Wiley and Sons Australia, Ltd.
- Jordan, F. & Gibson, H. (2004). Let your data do the talking: Researching the solo travel experiences of British and American women. In J. Phillimore and L. Goodson (eds.) (2004) *Qualitative Research in Tourism: Ontologies, and Methodologies*. London: Routledge
- Jurowski, C. (2005). B.E.S.T. Think Tank IV: Mass Sustainable Tourism: Challenges and Opportunities. *Journal of Sustainable Tourism*. Volume 13, No. 3, 296- 309
- Komppula, R. (2004). Success and Growth in Rural Tourism Micro-Businesses in Finland: Financial or Life-Style Objectives? In R. Thomas (ed.) (2004). *Small Firms in Tourism: International Perspectives*. Kidlington, Oxford: Elsevier Ltd.
- Kozak, M., & Nield, K. (2004). The Role of Quality and Eco-Labeling Systems in Destination Benchmarking. *Journal of Sustainable Tourism*. Volume 12, No. 2, 138 – 148
- Knox, J. (2006). *Green light for Qualmark*. Media release. Auckland: Qualmark New Zealand Ltd.
- Lancaster, G. (2005). *Research Methods in Management: A concise introduction to research in management and business consultancy*. Jordan Hill, Oxford: Elsevier Butterworth-Heinemann

- Lansing, P. & De Vries, P. (2007). Sustainable Tourism : Ethical Alternative or Marketing Ploy ? *Journal of Business Ethics*. Volume 72: 77 - 85
- Lane, B. (1994). Sustainable rural tourism strategies: A tool for development and conservation. *Journal of Sustainable Tourism*, 2 (1 & 2), 102 - 111
- Le, Y. & Hollenhorst, S. (2005). Perceptions of Vietnamese Tour Companies Toward Adopting Sustainable Tourism Practices. *Anatolia: An International Journal of Tourism and Hospitality Research*. Volume 16, No. 1, 79 -99
- McDonald, G. & Patterson, Dr M. (2003). Ecological Footprints of New Zealand and its Regions. *A Technical Paper for Ministry for the Environment Environmental Reporting*. <http://www.mfe.govt.nz/publications/ser/eco-footprint-sep03/eco-footprint-sep03.pdf> [May 10, 2007]
- McKercher, B. (1993). The unrecognised threat to tourism: Can tourism survive ‘sustainability’? *Tourism Management*. 14 (2), 131-136
- McKercher, B. (2003). *Sustainable Tourism Development – Guiding Principles for Planning and Management*, Presentation to the National Seminar on Sustainable Tourism Development, Kyrgystan.
- McLaren, D. (2003). *Rethinking Tourism and Ecotravel*. 2nd edition. Bloomfield: Kumarian Press, Inc.
- Ministry for the Environment (2005). *Simple sustainable: a straightforward guide to sustainable business practices*. Wellington: Ministry for the Environment
- Ministry for the Environment (2006). *What is a ‘sustainable tourism charter’?* <http://www.mfe.govt.nz/issues/sustainable-industry/initiatives/sustainable-tourism/what-is-sust-tourism-charter.html> [September 6, 2006]

- Ministry of Tourism (2006). *Towards 2010 – Achieving the Tourism Strategy’s Vision*.
<http://www.tourism.govt.nz/strategy/str-update-2003/str-stratupdate-towards2010.html> [December 1, 2006]
- Neppl, S. (2005). *Travelling Around: Be kind to the environment*.
<http://www.visitplenty.co.nz/PresBOPT> [December 2, 2006]
- New Zealand Climate Change (2006). *The Kyoto Protocol*.
<http://www.climatechange.govt.nz/about/kyoto.html> [December 2, 2006]
- Nodder, C., Mason, D., Ateljevic, J., & Milne, S. (2002). *ICT Adoption and Use in New Zealand’s Small and Medium Tourism Enterprises: A Cross Sectoral Perspective*.
<http://www.tri.org.nz/NZTRI/Documents/ICTSME.pdf> [July 19, 2006]
- Oppermann, M. (2000). Triangulation – A Methodological Discussion. In B. McKercher (ed.) (2000) *International Journal of Tourism Research*. Volume 2, 141 – 146
- Orams, M. B. (2000). Towards a more desirable form of ecotourism. In C. Ryan & S. Page (eds.) (2000). *Tourism Management: Towards the New Millennium*. Kidlington, Oxford: Elsevier Science Ltd.
- Osland, J., Kanwalroop, K. D., & Yuthis, K. (2002). Globalisation and environmental sustainability: an analysis of the impact of globalisation using the Natural Step framework. In S. Sharma & M. Starik (eds.) (2002) *Research in Corporate Sustainability: The Evolving Theory and Practice of Organisations in the Natural Environment*. Cheltenham, UK: Edward Elgar
- Owen, R. E., Witt, S. F., & Gammon, S. (2000). Sustainable tourism development in Wales: from theory to practice. In C. Ryan & S. Page (eds.) (2000). *Tourism*

- Management: Towards the New Millennium*. Kidlington, Oxford: Elsevier Science Ltd.
- Page, S. & Thorn, K. (1998). Sustainable tourism development and planning in New Zealand: local government responses. In C.M. Hall & A.A. Lew (Eds.) (1998) *Sustainable Tourism* (pp. 173 – 184) Harlow, United Kingdom: Addison Wesley Longman.
- Parliamentary Commissioner for the Environment (PCE) (2004). *See Change: Learning and education for sustainability*. Wellington: PCE
- Phillmore, J. & Goodson, L. (2004). Progress in qualitative research in tourism: Epistemology, ontology and methodology. In J. Phillmore and L. Goodson (eds.) (2004) *Qualitative Research in Tourism: Ontologies, and Methodologies*. London: Routledge
- Pigram, J. J. (1998). Best Practice Environmental Management and the Tourism Industry. In C. Cooper and S. Wanhill. (eds.) (1998). *Tourism Development: Environment and Community Issues*. Chichester, West Sussex: John Wiley & Sons Ltd.
- Qualmark (2006). *New Zealand's official quality tourism website*. <http://www.qualmark.co.nz/> [December 2, 2006]
- Ross, G. F. (1998). *The Psychology of Tourism*. 2nd edition. Melbourne: Hospitality Press
- Rotorua Sustainable Tourism Charter (2006). *Need for Sustainability*. <http://www.rotoruanz.co.nz/SustainableCharter/Sustainability.asp> [November 20, 2006]

- Ryan, C. (1995). *Researching Tourist Satisfaction: Issues, concepts, problems*. London: Routledge
- Sasidharan, V., & Font, X. (2001). Pitfalls of Ecolabelling. In X. Font and R. C. Buckley (eds.) (2001). *Tourism Ecolabelling: Certification and Promotional Sustainable Management*. Oxon, UK: CABI Publishing
- Saunders, M., Lewis, P., & Thornhill, A. (2003). *Research Methods for Business Students* (3rd edition), London, Pearson Education Limited.
- Schaper M. & Carlsen, J. (2004). Overcoming the Green Gap: Improving the Environmental Performance of Small Tourism Firms in Western Australia. In R. Thomas (ed.) (2004) *Small Firms in Tourism: International Perspectives*. Kidlington, Oxford: Elsevier Ltd.
- Sharma, S. (2002). Research in corporate sustainability: what really matters? In S. Sharma & M. Starik (eds.) (2002) *Research in Corporate Sustainability: The Evolving Theory and Practice of Organisations in the Natural Environment*. Cheltenham, UK: Edward Elgar
- Shim, S., Kenneth, C. G. & Siek, M. (2005). Attitude and Behaviour Regarding Pleasure Travel Among Mature Consumers: A Socialisation Perspective. *Journal of Travel and Tourism Marketing*. Vol. 18 (2) : 69 – 81
- SmartGrowth (2001). *What is SmartGrowth?* <http://www.smartgrowthbop.org.nz/what-is-smartgrowth.htm> [November 20, 2006]
- Statistics New Zealand. (2007). *Bay of Plenty Region Community Profile*. <http://www.nowhere.com.au/StatsNZ/Locator/Default.aspx?txtTown=Bay+of+Plenty+Region&NZSearch=General> [May 9, 2007]

- Statt, D. A. (1997). *Understanding the Consumer: A Psychological Approach*. London: MacMillan Press Ltd.
- Sustainable Business Network. (2006). *About the Sustainable Business Network*. <http://www.sustainable.org.nz/about.asp> [September 6, 2006]
- Sustainable Wanaka (2006). *Environmentally Sustainable Tourism Project: Lake Wanaka Tourism Wins Major Environmental Funding*. http://www.lakewanaka.co.nz/index.cfm/Press/Releases/Sustainable_Wanaka [December 2, 2006]
- Swarbrooke, J. (2004). *Sustainable Tourism Management*. Cambridge, MA: CABI Publishing
- Te Puni Kokiri (2001). *Te Maori i Nga Rohe: Maori Regional Diversity*. Wellington: Ministry of Maori Development
- Thomas, K. (2004). The research process as a journey: From positivist traditions into the realms of qualitative inquiry. In J. Phillmore and L. Goodson (eds.) (2004) *Qualitative Research in Tourism: Ontologies, and Methodologies*. London: Routledge
- The Natural Step in New Zealand (2001). *Small Firm Case Study 2001: Curator's House Restaurant*. http://www.naturalstep.org.nz/downloads/NZ_Casestudies/TNS_Curators_House.pdf [December 2, 2006]
- The Natural Step New Zealand (2006). *About Us: The Natural Step in New Zealand*. <http://www.naturalstep.org.nz/a-u-the-tns-in-nz.asp> [December 2, 2006]

- The University of Auckland (2006). *Natural Hazards in New Zealand: GEOG105 Lab Programme*. <http://flexiblelearning.auckland.ac.nz/geog105/index.html> [May 10, 2007]
- Tourism Bay of Plenty (2005). *Sustainable Tourism*.
http://www.bayofplentynz.com/Tourism_Bay_Of_Plenty/Sustainable_Tourism
[November 20, 2006]
- Tourism Industry Association New Zealand & The Ministry for the Environment. (2006).
The nature of good business. <http://www.tianz.org.nz/Current-Projects/Environmental-Plan.asp> [September 6, 2006]
- Tourism New Zealand (2006). *Corporate Overview*. <http://www.tourismnewzealand.com>
[November 20, 2006]
- Tribe, J. (2004). Knowing about tourism: Epistemological issues. In J. Phillmore and L. Goodson (eds.) (2004). *Qualitative Research in Tourism: Ontologies, and Methodologies*. London: Routledge
- United Nations (2004). *Earth Summit: Agenda 21*.
<http://www.un.org/esa/sustdev/documents/agenda21/index.htm> [September 6, 2006]
- United Nations World Tourism Organisation (UNWTO), (2006). *Sustainable Development of Tourism: Purpose and Activities*. http://www.world-tourism.org/frameset/frame_sustainable.html [December 1, 2006]
- Wanhill, S. (1998). Tourism Development and Sustainability. In C. Cooper and S. Wanhill. (eds.) (1998). *Tourism Development: Environment and Community Issues*. Chichester, West Sussex: John Wiley & Sons Ltd.

- Wanhill, S. (2004). Government Assistance for Tourism SMEs: From Theory to Practice. In R. Thomas (ed). (2004). *Small Firms in Tourism: International Perspectives*. Kidlington, Oxford: Elsevier Ltd.
- Weaver, D. (2004). Tourism and the elusive paradigm of sustainable development. In A. Lew, C. M. Hall & A. M. Williams (Eds.) (2004). *A companion to tourism*. Oxford: Blackwell Publishing
- Williams, P. W. (1994). Frameworks for Assessing Tourism's Environmental Impacts. In J. R. B. Ritchie, & C. R. Goeldner (eds.) (1994) *Travel, Tourism and Hospitality Research: A Handbook for Managers and Researchers*. (2nd edition). Toronto: John Wiley & Sons, Inc.
- World Tourism Organisation (WTO), World Travel and Tourism Council (WTTC) & Earth Council (EC). (1996). *Agenda 21 for the Travel and Tourism Industry: Towards Environmentally Sustainable Development*.
http://www.unwto.org/frame/frameset/frame_sustainable.html [September 6, 2006]
- Yunis, E. (2003). Sustainable Tourism: World Trends and Challenges Ahead. In R. Buckley, C. Pickering and D. B. Weaver (eds.) (2003). *Nature-based Tourism, Environment and Land Management*. Wallingford: CABI Publishing
- Zahra, A. (2006). *Destination Management*. Unpublished research document. Hamilton: University of Waikato

8 Appendices

Appendix 1.1 Request for Participation letter

Appendix 1.2 Information Sheet

Appendix 1.3 Consent Form

Appendix 1.4 Interview Script

Appendix 1.5 Interview Outline

Appendix 1.6 Background information on Schemes

Appendix 1.7 Anonymous list of businesses

Appendix 1.1 Request for Participation Letter



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

Sophie Rainford

Masters Student

Department of Tourism Management

Waikato Management School

Ph. 021 478 969

Email: sophie.rainford@gmail.com

<Day, date> October, 2006

<Owner-manager name>

<Micro and small tourism enterprise>

<postal address>

<Town/city>

Dear <owner-manager name>,

I am Masters student at Waikato Management School and am currently conducting a research study on the implementation of environmental management in micro and small tourism enterprises. I am writing to sincerely ask for your participation. Participation involves an interview which is expected to last 40 minutes in length and all information obtained will be kept securely and treated with the utmost confidentiality. Your participation in the research is completely voluntary and if you participate you need not respond to all questions.

The interview will take place at a time and place that are suitable for you, and interviews plan to be conducted during the month of October 2006. I expect to have preliminary results of the research by December 2006 and would be happy to share them with you. Aggregate findings from the interview may be used for publication and academic literature.

As a professional Bay of Plenty tourism business owner-manager your opinion is valued and appreciated. I would be very grateful if you could participate. I will be in contact with you by 17 October to discuss this letter. If you have any questions or concerns please contact Sophie Rainford at sophie.rainford@gmail.com or Anne Zahra (thesis supervisor) at a.zahra@mngt.waikato.ac.nz.

Thank you very much for your help in this important project.

Yours sincerely

Sophie Rainford

Appendix 1.2 Information Sheet



INFORMATION SHEET

October 2006

Environmental Management in Micro and Small Tourism Enterprises

Please read this information sheet carefully before deciding whether or not to participate. If you decide to participate we thank you. If you decide not to take part there will be no disadvantage to you of any kind and we thank you for considering our request.

Project aim

This research project is being undertaken by Sophie Rainford as part of thesis for a Masters in Tourism Management at the University of Waikato, Hamilton, New Zealand. The project will investigate environmental management in micro and small tourism enterprises and owner-manager awareness and interest in schemes aiming for the environmental improvement of business.

Requirements

You are being asked to participate in an interview which will last approximately 50 minutes. The interview will be recorded with a Dictaphone and later analysed for use in the study. The tape recording of the interview will be destroyed as soon as it is no longer required for the purpose of this thesis.

Withdrawing from the project

You may withdraw for participation in the project at any time and without any disadvantage to yourself of any kind. If you would like to withdraw from this study please do so no later than 31 November, 2006.

Information collected and planned use

If you agree to participate, you will be asked to give your views and experiences toward environmental management. The results of this project may be published and the thesis that contains them will be available in the University of Waikato Library. You are most welcome to request a copy of the results should you wish.

If you have any questions about this project, either now or in the future, please contact either:

Supervisor's Name and contact information:

Dr Alison McIntosh
Thesis Supervisor, Department of Tourism
Management
The University of Waikato
Private Bag 3105
Hamilton
New Zealand
Tel: 07 838 4962
mcintosh@mngt.waikato.ac.nz

Researcher's Name and contact information:

Sophie Rainford
Masters Student
The University of Waikato
Ph. 021 478 969
sophie.rainford@gmail.com

This project has been reviewed and approved by the University of Waikato Human Ethics Committee.

Appendix 1.3 Consent Form



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

Environmental Management in Micro and Small Tourism Enterprises

Consent Form for Participants

I have read the **Information Sheet for Participants** for this study and have had the details of the study explained to me. I understand that this interview is being tape recorded and that while business names are not going to be mentioned the small number of participants interviewed means my business may be identifiable in this study. I am aware that results from the interview may be used for presentations, publication and academic literature. My questions about the study have been answered to my satisfaction, and I understand that I may ask further questions at any time.

I also understand that I am free to withdraw from the study at any time, or to decline to answer any particular questions in the study. I agree to provide information to the researchers under the conditions set out on the **Information Sheet**.

I agree to participate in this study under the conditions set out in the **Information Sheet** form.

Signed: _____

Name: _____

Company: _____

Date: _____

Supervisor's Name and contact information:

Dr Alison McIntosh

Thesis Supervisor

Department of Tourism Management

The University of Waikato

Private Bag 3105

Hamilton

New Zealand

Tel: 07 838 4962

mcintosh@mngt.waikato.ac.nz

Researcher's Name and contact information:

Sophie Rainford

Masters Student

Department of Tourism Management

The University of Waikato

Ph. 021 478 969

sophie.rainford@gmail.com

Appendix 1.4 Interview Script



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

Introduction Script:

Thank you for agreeing to participate in this interview. As you have now read the information sheet for participants and have signed the consent form we are able to start the interview.

To clarify the purpose of this research, the main objectives are:

1. To gain insight into the environmental management of micro and small tourism enterprises.
2. To explore the level of awareness and interest among owner-managers of micro and small tourism enterprises toward schemes aiming for the environmental improvement of business.

The outcome being that a greater understanding of these issues will assist in effective implementation of environmental management in micro and small tourism businesses. Aiming to improve sustainability in tourism businesses.

This interview will take approximately 50 minutes (*AIM FOR 40 MIN*) in length and is structured in **THREE** parts. These include; 1) introduction and background to you and your business; 2) awareness and interest in schemes aiming for environmental improvement of business; and 3) environmental management implemented in your business.

Appendix 1.5 Interview Outline



THE UNIVERSITY OF
WAIKATO
Te Whare Wānanga o Waikato

1. Demographic

- a. Business
 - i. Years in operation?
 - ii. Type of business
 - iii. Staff employed (management, full-time, part-time, casual)
- b. Owner-manager/s
 - i. Involvement with business
 - ii. Involvement with tourism industry – roles, how many years etc?
 - iii. Family status
 - iv. Culture/ ethnicity
 - v. Age (15 year gap/generations)

2. Are you **aware of the following schemes/organisations?**

- a. Green Globe
- b. Sustainable Tourism Charter
- c. The Natural Step
- d. 'The Nature of Good Business' (Qualmark)
- e. Sustainable Business Network

3. If yes, what are your **views** toward these **schemes?** (like/don't like) Are you engaged with any of the schemes? How?

4. In your business, **what practices do you have** that you consider to be implementing sustainability/environmental management? Please outline (provide details)



Green Globe

Green Globe encourages the development and promotion of environmentally responsible and sustainable tourism around the world. It's a benchmarking and certification programme for tourism companies, communities and travellers.

Green Globe 21 programme has identified 10 'Key Performance areas' in which companies should seek continual environmental improvement:

- 1. Minimising, reusing and recycling waste*
- 2. Energy efficiency*
- 3. Management of fresh water resources*
- 4. Ecosystem conservation and management*
- 5. Management of social and cultural issues*
- 6. Reducing greenhouse gas emissions*
- 7. Optimising wastewater management*
- 8. Air quality protection and noise control*
- 9. Improving the management of hazardous substances – storage and use*
- 10. Land use and planning management*

Sustainable Tourism Charter

A sustainable tourism charter is a regionally defined, community-developed vision of sustainable tourism. It outlines what businesses, community groups, local government, and iwi groups see as the key characteristics of a tourism sector that can exist in the long term.

Businesses receive practical hands-on support to assist them in interpreting and translating the charter vision into achievable, affordable and efficient steps.

After businesses become signatories of the charter Businesses complete an impact assessment, reviewing their operations with the assistance of a sustainability assessor. The assessor works directly with the business to identify a range of opportunities for improved sustainability.

This assessment involves focusing on:

- *Energy efficiency opportunities*
- *Reducing waste, increasing recycling and managing the supply chain*
- *Managing hazardous substances and using alternative low environmental impact chemicals, sprays, fertilisers and cleaning products*
- *Improving water quality and conservation*
- *Improving staff capability - through motivation, retention and training of staff on environmental sustainability issues*
- *Recognising the importance of engagement with the local community and the support this can bring*
- *Promoting genuine and authentic cultural participation and content*

Sustainable Business Network

Is a forum for businesses that are interested in sustainable development practice to get together and make it happen. The Network promotes sustainable practice in New Zealand and supports businesses on the path to becoming sustainable. They link businesses and provide a forum for the exchange of ideas and experiences equipping our members for success.

'The Nature of Good Business' (Qualmark)

The Nature of Good Business is an industry initiative encouraging tourism operators and organisations to improve their environmental, social and business performance. The guidelines and supporting information have been developed to help businesses write an Environmental Plan or 'EP'. The EP has been integrated into the Qualmark Endorsement Systems, and is based on the Green Globe 21 programme. Over time all tourism businesses in New Zealand will require an EP to achieve a Qualmark endorsement. These businesses that go on and become GG21 Benchmarked and Certified all receive a higher quality score as part of the Qualmark endorsement process.

The Natural Step

The Natural Step (TNS) is an organisation providing a strategic planning tool for sustainability. This tool is a clear, conceptual framework that explains the 'why' and 'how' of a long-term vision for a truly sustainable society. Accredited Advisors work with businesses and organisations helping them learn about sustainability and how to use The Natural Step Framework. The framework is used as a planning tool to enable corporations to profitably integrate environmental and social considerations into strategic business decisions and daily operations.

The framework has three main components:

- 1. Visualisation and awareness of the economic, social and environmental pressures that will inevitably impinge on society as natural resources continue to diminish and population grows*
- 2. The Natural Step identifies four system conditions in that must be met in order to have a sustainable society.*
- 3. An ABCD approach to helps organisations to incorporate sustainability into their strategic planning and decision-making processes.*

Appendix 1.7 List of Micro and Small Tourism Enterprises

MICRO AND SMALL TOURISM ENTERPRISES

Business	Location	Formed	Operation type	Main products	Staff	Environmental Improvement Schemes
A	Whakatane	1990	Attraction	Nature-based activities	32	Green Globe BOP Sustainable Tourism Charter Qualmark rated
B	Rotorua	1992	Transport	Aviation tours	10	Rotorua Sustainable Tourism Charter
C	South Rotorua	1990	Attraction	Walking nature-based tours	13	Green Globe Qualmark rated
D	Tauranga	1975	Activity	Kayaking	6	Green Globe BOP Sustainable Tourism Charter
E	Papamoa	1966	Accommodation	Cabins, camping, caravans	18	BOP Sustainable Tourism Charter Qualmark rated
F	Te Puke	2003	Activity	Adventure tourism	5	
G	South-east Rotorua	2006	Activity	Guided Trekking	0	
H	Rotorua	1999	Transport	Luxury transportation	0	
I	Tauranga	2003	Accommodation	Motel	0	Qualmark rated
J	Mt Maunganui	2001	Activity	Water based outdoor adventures	0	
K	Rotorua	2001	Accommodation	Luxury Bed and Breakfast	0	
L	Whakatane	2003	Accommodation	Motel	0	Qualmark rated
M	Whakatane	2004	Accommodation	Backpackers	0	
N	Tauranga	1999	Transport	Bus tours and transport	5	