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## Fair Tourism

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### **Fair Tourism European Research Report to formulate the Basis for the Design of Fair Tourism Training Course and the Policy Paper**

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# Chapter I

## INTRODUCTION

*The Concept of Corporate Social Responsibility:* Corporate Social Responsibility is defined as "***the responsibility of enterprises for their impacts on society***" (European Commission's Communication, 681/25.10.2011). Responding to European values, CSR principles includes the concept of **voluntary**: "voluntarily contribute to a better society and a cleaner environment" and "integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis".

Starting from EU objectives of the new Europe after the Lisbon strategy (launched in 2010) – "*to become the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion*", The European Commission, EU strategy 2011-2014 for CSR, **encourages the companies to integrate all dimensions** - social, environmental, ethical and human rights, consumer opinions and concerns, **into their business** and, moreover, and develop their **strategies** in **collaboration** with **stakeholders**

All recommendations at EU level, either by Sustainable Development Strategy, or through sectorial policies are targeted at common responsibility in various forms. In tourism, there are some important principles related, amongst others, to the use of natural resources, environmental impact of activities, eco-energy, heritage and preservation of nature and cultural attractions, the quality of jobs and the local economic development.

In this context, companies face a new challenge that constitutes to adopt responsible behaviour towards the community and the environment throughout their business activities. Despite the voluntary idea, a company has a moral obligation to provide some of their profits to society and the environment, thus contributing to their sustainable development through support for education; health and environmental protection; social inclusion and fight poverty; violence and discrimination.

Corporate Social Responsibility activities of a company provide benefits at two main levels: the society and the company. It is easy to find what the societal benefits are as they respond to public needs. On the other side, what are the **main benefits for companies?**

First of all, the most important aspect is to have some differentiation from competitors. Why this? Nowadays, tourists are more informed and more concerned about different aspects as environment or health. Moreover, markets are crowded and companies have been forced to find new ways to build connections with consumers. So, Corporate Social Responsibility programmes are the perfect way for companies to communicate their values. Secondly, and also as a result, Corporate Social Responsibility programmes help companies to improve their reputation. It is known that the success depends by the confidence of stakeholders, community, local authorities, and media. So, if a company demonstrates its responsibility the reputation of the company will grow. Other benefits for companies include Corporate Social Responsibility programmes which will help to grow sales, revenues and market; attract and keep valuable employees; innovation and learning and media opportunities through ethical business activities.

This clearly demonstrates that for tourism businesses, there are a lot of benefits in adopting a CSR approach. Therefore, developing and promoting CSR for tourism companies is essential in order to support this sector sustainability. **Why?**

- First of all, **SME's are largely represented in the travel and tourism sector.**
- Secondly, **tourism SME's have strong relationships with local communities**
- Thirdly, **tourism SME's have an important influence on the socio-economic development of the regions where they operate**

It is well known that CSR cannot be defined as a standard strategy because there are many parameters: size of tourism enterprise, type of management, number of employees, general and specific objectives, the company's priorities and so on.

Our study aims to establish the most essential knowledge, skills and competencies required to develop and implement the CSR training course for Tourism SMEs and also to be a foundation for the development of the Policy Paper.

# Chapter II

## THE RESEARCH METHODOLOGY

*The Nature of the Research:* Educational Research seems to fall into two philosophically competing groups. One is a scientific model for understanding educational practice (positivist); the other emphasises that society cannot be the object of science and that research must focus upon the “subjective meanings” of the subjects studied (interpretivist). These two groups tend to be labelled as qualitative and quantitative research although there can be overlaps between the two areas.

Pring (2000) makes a contrast between quantitative research, which he believes is appropriate to the physical world (and wrongly applied to the personal and social) and qualitative research which he believes addresses that which is distinctive of the personal and social, namely the meanings through which personal and social reality is understood.

He states that the latter simply cannot be quantified; “it is not that sort of thing”.

Pring (2000) argues that the recent history of educational research has been dominated by the apparent conflict between the positivist and interpretivist traditions. He reinterprets the word “positivist” as meaning the systematic study of what is clear, factual and open to observation. He continues to say that Auguste Comte, the nineteenth-century French philosopher most closely associated with the positivist tradition made a major contribution by extending the positivist agenda to the study and explanation of society, social structures and human affairs. He believed that a positivist account must embrace not only the phenomena of the physical world but also those of the social world, there was to be a science of society. This viewpoint was linked to the benefits which the proper study of society could bring to the improvement of society.

Comte's view of the value of a science of society is echoed by Easterby-Smith et al (1994) who states that “knowledge is only of significance if it is based on observations of this external reality”. This is a positivist viewpoint which requires a clear distinction

between the aims and values of education on the one hand, and the means of researching those ends, on the other. Matters of value are not open to empirical enquiry, whereas the means of reaching those values are.

Middlewood et al (1999) believe there are two basic research paradigms using Usher's (1996) definition of paradigm.

Paradigms may be defined as:

*"frameworks that function as maps or guides for scientific communities, determining important problems or issues for its members to address and defining acceptable theories or explanations, methods and techniques to solve defined problems".*

(Usher, 1996, p.15)

Middlewood et al (1999) are quite precise in their definitions of the two paradigms. They state that in the positivist approach quantitative methods are likely to be used. The methodology is based on the use of scientific method with the idea that the researched world exists externally and aspects of it can be measured through objective methods. They continue by saying that in positivist thinking a social reality exists and it is possible through empirical research to establish sets of social facts. There is likely to be an attempt to identify causality. The implication is that the observer is independent of what is observed and that the research is value free.

Middlewood et al (1999) suggest that the interpretive paradigm, which can also be known as relativist or phenomenological, is likely to be used where complex issues are involved. For example in research where the interplay of social, cultural and political factors has meant that methods such as life history, interview and observation have been the most appropriate methods of research. The stress has been on the subjective reality for individuals. In this approach:

*“The principal concern is with an understanding of the way in which the individual creates, modifies and interprets the world in which he or she finds himself or herself”.*

(Cohen and Mannion, 1994, p.8)

It is clear from the above discussion that the two paradigms can be seen either, as reflecting very different world views or as two approaches suited to very different types of problem. This more pragmatic view is reflected in the arguments put forward by Lawrence Stenhouse who did not concern himself unduly with the debate between positivist and interpretive paradigms.

Stenhouse (1985) regarded educational research as a systematic activity that is directed towards providing knowledge, or adding to the understanding of existing knowledge which is of relevance for improving the effectiveness of education. However, he then goes on to say that it is “systematic activity which is made public” and introduces the idea of an audience, thus, implying that research can and should have some practical value.

*“The whole point of researching is to find out something that we did not already know. In this sense all research is a contribution to our own knowledge. We think that making a public claim to knowledge is more than contributing to personal knowledge. It implies that we have something relevant to say that others in the public arena will find useful and that we have convincing evidence to support what we claim to know”*

(Stenhouse, 1985, p.10 Cited in McNiff et al 2000).

It can be observed from Stenhouses comments, his focus is not in positivist research, on observability and measurability nor simply qualitative work. The emphasis is on explainability or interpretability. The nature of the data collected might be seen as different in kind.

Cohen at al (2003) believe that positivist and interpretive paradigms are essentially concerned with understanding phenomena through two different lenses. They state that:



*"positivism strives for objectivity, measurability, predictability, controllability, patterning, the construction of laws and rules of behaviour, and the ascription of causality; the interpretive paradigms strive to understand and interpret the world in terms of its actors. In the former, observed phenomena are important; in the latter, meanings and interpretations are paramount".*

(Cohen and Mannion, 1994, p.28).

The key features of positivist and interpretive paradigms are shown in the Table below.

### **Comparative Table of Positivist and Interpretive Paradigms**

<b>Positivist</b>	<b>Interpretive</b>
The world is external and objective	The world is socially constructed and subjective
The observer is independent	The observer is part of what is observed
Science is value free	Science is driven by human interests
The focus is on facts	The focus is on meaning
Search for causality	Try to understand what is happening
Reduce to simplest elements	Look at the totality of the situation
Formulating concepts for measurement	Using multiple methods to establish different views of the phenomena
Large samples	Small samples looked as in depth or over time.

Source: Adapted from Easterby-Smith, 1994, p. 80 and published in Middlewood et al, 1999, p. 11.

The above table implies that positivist and interpretivist approaches are in opposition whereas the two approaches are often used together. In practice, educational research may encompass elements of the two apparently opposed paradigms.

Johnson (1994) states that:

*"A growing body of social research takes a stand somewhere between the two schools of thought. It is recognised that no piece of social research can be entirely objective, since no researcher is value free. Even in an overtly rigorous quantitative, head-counting study, some implicit decisions have already been made as to which heads are worth counting".*

(Johnson, 1994, p.7)

Researchers are likely to adopt a flexible approach to the gathering of data, complementing a questionnaire with a more in-depth qualitative research approach. They are likely to make use of both qualitative and quantitative techniques; thus adopting a position which either knowingly or unknowingly incorporates some elements from both of the two basic paradigms.

Undoubtedly there are situations where a 'scientific' quantitative approach is called for, and others where a qualitative naturalistic study is appropriate. There are '....still others which will be better served by a marriage of the two traditions', (Bryman 1988, p.173). Bryman argues that many of the differences between the two traditions are in the minds of philosophers and theorists, rather than the practices of researchers. For example he concludes that

*"The suggestion that quantitative research is associated with the testing of theories, whilst qualitative research is associated with the generation of theories, can.....be viewed as a convention that has little to do with either practices of many researchers within the two traditions or the potential of the methods of data collection themselves".*

(Bryman 1988, p.172)

The view that differences between the two traditions can best be seen as technical rather than epistemological, enabling the researcher to 'mix and match' methods according to what best fits a particular research question, is the starting point taken in this study.

The main objective of this research is to analyse tourism operators' opinions regarding the CSR (Corporate Social Responsibility) situation within micro, small and medium sized enterprises in Europe. The result of this research has a great significance in highlighting the importance of CSR in tourism businesses.

*The methodology* of the investigations conforms to the standards in the field researches development and took into consideration the evaluation of tourism operators' opinions regarding the CSR (Corporate Social Responsibility) situation within micro, small and medium sized enterprises in Europe, and the description of the results being pertinent for the present subject.

As far as the *estimation of the obtained information value* is concerned, it was considered important to know the tourism operators' opinions regarding the CSR (Corporate Social Responsibility), as it would be useful in formulating the main training course outlines which these operators will attend in order to implement the concept of CSR in their work area. The *main method for gathering the information*, a questionnaire consisting of 21 questions and taking approximately 15 minutes to complete, was used. The selection of subjects was carried out randomly, respecting the requirements of the probability principles. Furthermore, the design of the information collection method took into account the fact that a micro, small and medium sized tourism operators were *the observation unit* and the *sampling unit* from United Kingdom, Austria, France, Romania, Latvia, Germany, Lithuania, Belgium, Spain and Poland.

# Chapter III

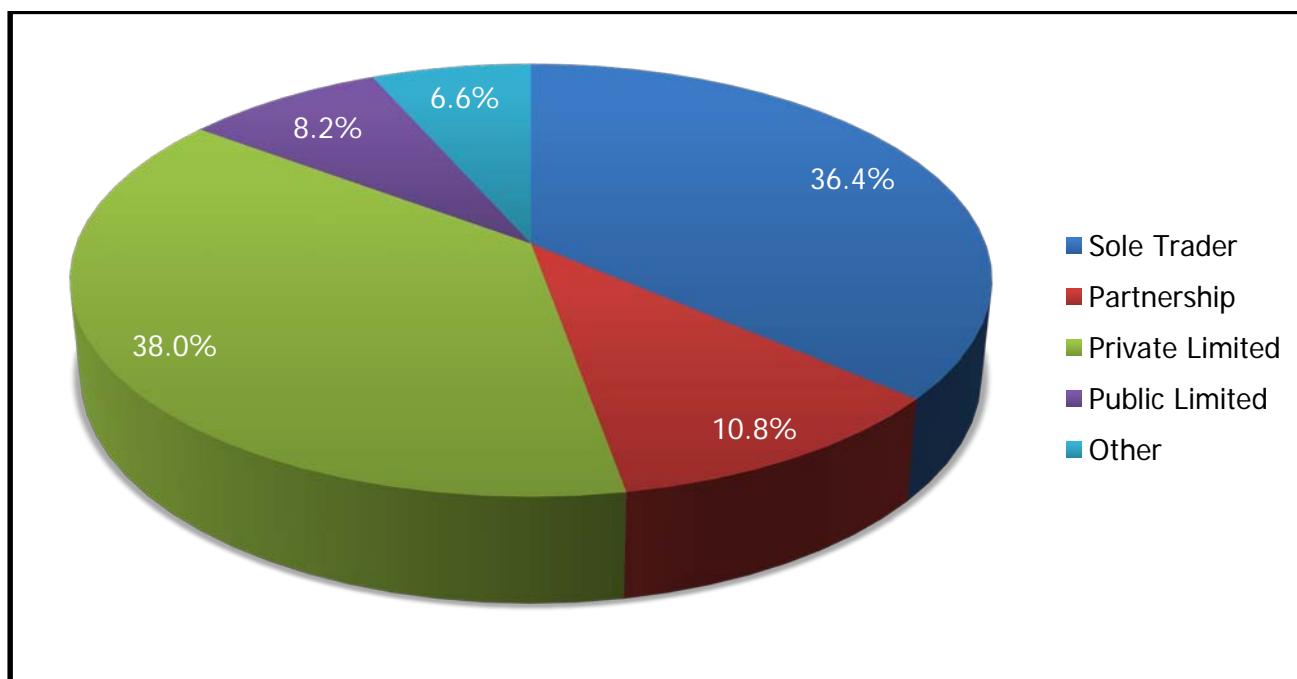
## FINDINGS AND INTERPRETATION OF RESULTS

**Question 1:** Regarding the **legal status** of the companies, 36.4% are sole trader, 10.8% are partnerships, 38% are represented by private limited companies, 8.2% are public limited companies and 6.6% are represented by the others. This confirms that the majority of respondents represented private limited and sole trade companies. (See Table 1 and Figure 1).

**Table 1. Legal Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Sole Trader	111	36.4	36.4	36.4
Partnership	33	10.8	10.8	47.2
Private Limited	116	38.0	38.0	85.2
Public Ltd	25	8.2	8.2	93.4
Others	20	6.6	6.6	100.0
Total	305	100.0	100.0	

**Figure 1. Legal Status**

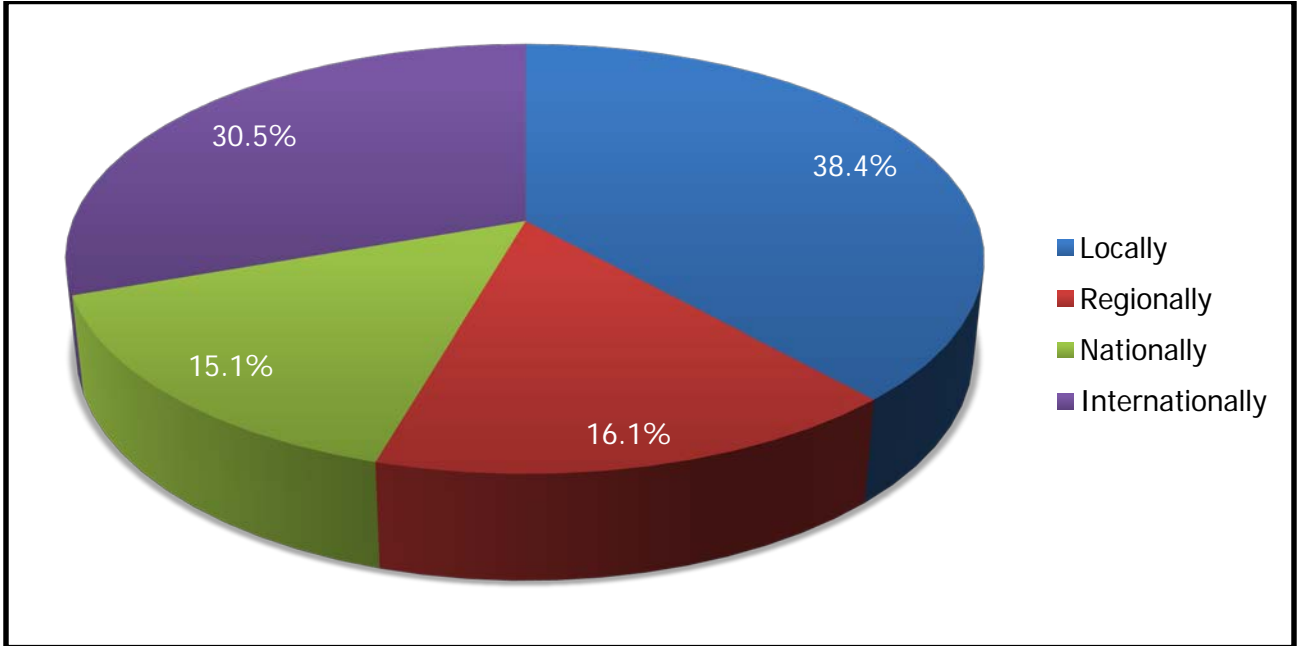


**Question 2:** Regarding the geographical spread of companies in this survey, 38.4% are local companies and 30.5% operate at international level. There are only 16.1% of companies operating at regional level and 15.1% at national level. (See Table 2 and Figure 2).

**Table 2. Your Company operates...**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Locally	117	38.4	38.4	38.4
Regionally	49	16.1	16.1	54.4
Nationally	46	15.1	15.1	69.5
Internationally	93	30.5	30.5	100.0
Total	305	100.0	100.0	

**Figure 2. Your Company operates...**

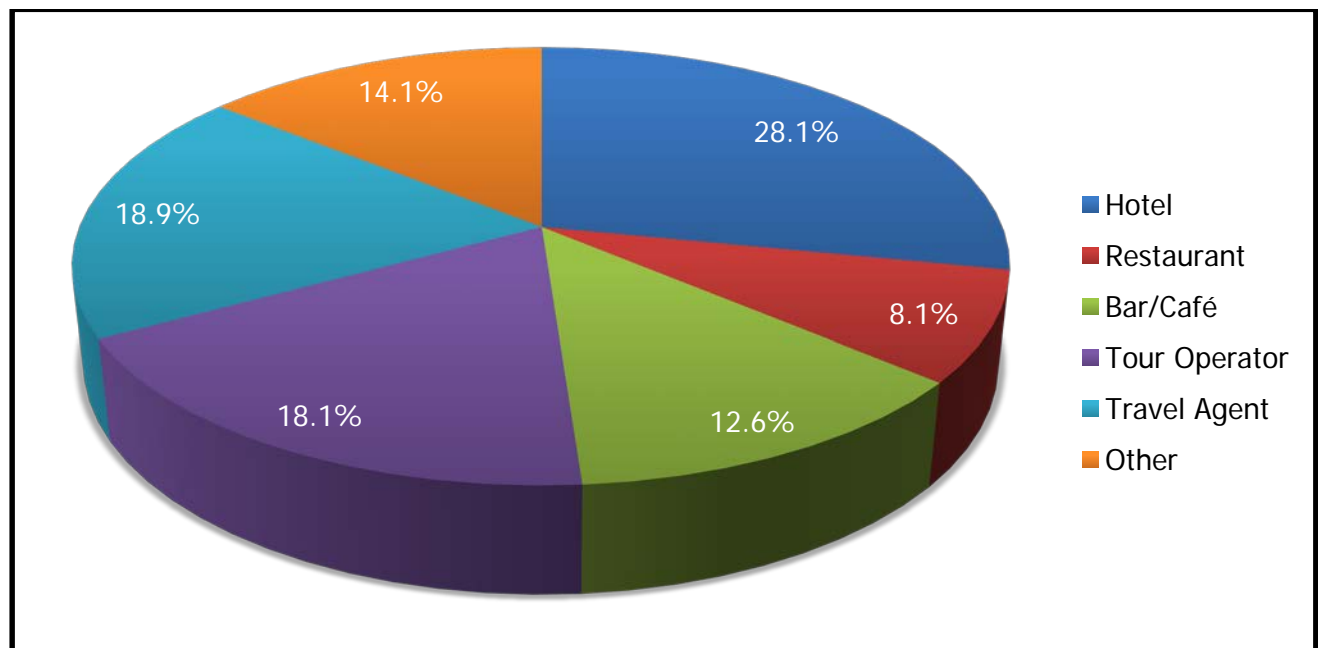


**Question 3:** Regarding **Area of tourism related activity** 28.1% of the respondents are in the hotel field, 8.1% run a restaurant, 12.6% in bar/café, 18.1% are tour operators, 18.9% of the respondents are travel agents and 14.1% represent the other related activities. In conclusion, 73% of companies represented hospitality businesses and 37% represented travel and tourism operators. (See Table 3 and Figure 3).

**Table 3. Area of tourism related activity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hotel	76	24.9	28.1	28.1
	Restaurant	22	7.2	8.1	36.3
	Bar/Café	34	11.1	12.6	48.9
	Tour Operator	49	16.1	18.1	67.0
	Travel Agent	51	16.7	18.9	85.9
	Other	38	12.5	14.1	100.0
	Total	270	88.5	100.0	
Missing	System	35	11.5		
Total	Total	305	100.0		

**Figure 3. Area of tourism related activity**

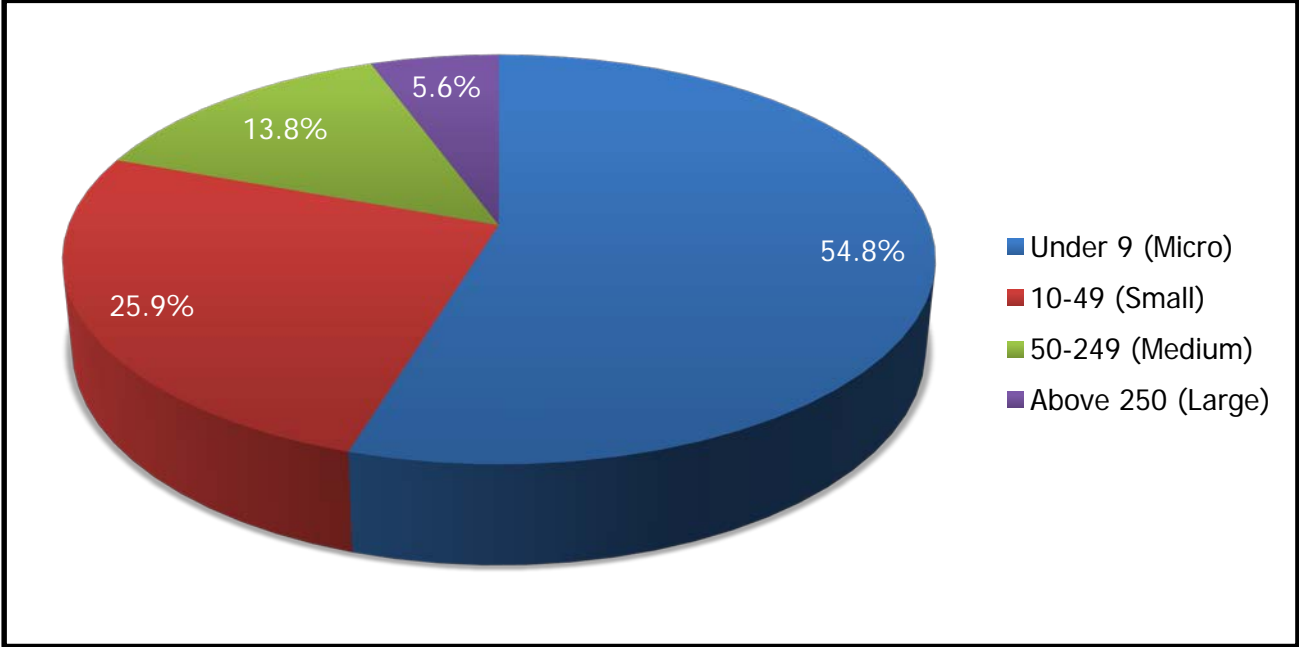


**Question 4:** Regarding **Number of employees** of the companies 54.8% are under 9 (Micro), 25.9% have between 10-49 (Small) employees, 13.8% has between 50-249 (Medium) employees and 5.6% are above 250 employees (Large). In conclusion, 80.7% of the total respondents represented micro and small enterprises. (See Table 4 and Figure 4)

**Table 4. Number of employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Under 9 (Micro)	167	54.8	54.8	54.8
10-49 (Small)	79	25.9	25.9	80.7
Valid 50-249 (Medium)	42	13.8	13.8	94.4
Above 250 (Large)	17	5.6	5.6	100.0
Total	305	100.0	100.0	

**Figure 4. Number of employees**

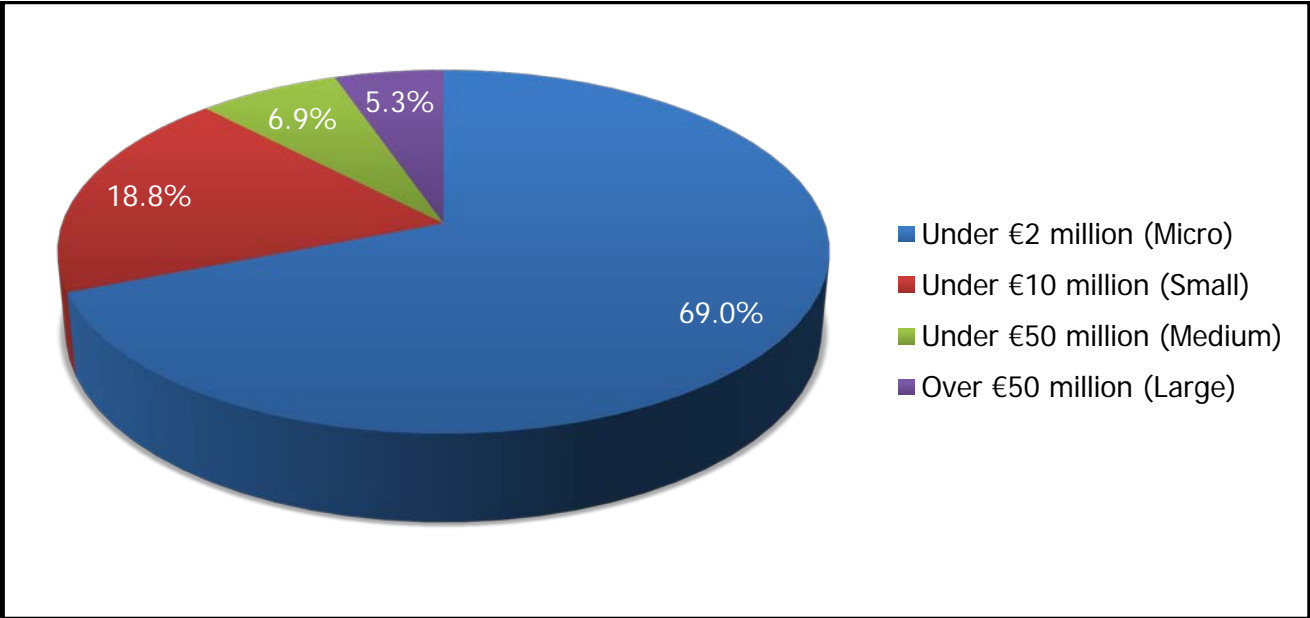


**Question 5:** Regarding the question **if you were to analyse companies in your country by turnover, your company would be?** 69% of the respondents are under €2 million (Micro), 18.8% under €10 million (Small), 6.9% are under €50 million (Medium), and 5.3% are over €50 million (Large). In conclusion, once again, 87.8% of the total respondents represented micro and small enterprises. (See Table 5 and Figure 5)

**Table 5. If you were to analyse companies in your country by turnover, your company would be?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under €2 million (Micro)	209	68.5	69.0	69.0
	Under €10 million (Small)	57	18.7	18.8	87.8
	Under €50 million (Medium)	21	6.9	6.9	94.7
	Over €50 million (Large)	16	5.2	5.3	100.0
	Total	303	99.3	100.0	
Missing	System	2	.7		
Total	Total	305	100.0		

**Figure 5. If you were to analyse companies in your country by turnover, your company would be?**





**Question 6:** In terms of the degree of importance regarding the company's role in the present economic environment (see Table 6), it ranks as follows. In first place is provision of goods and services (mean 4.37), followed by making profit/welfare and economic growth (mean 4.27), compliance with ethical standards (mean 4.24), creation of employment/hiring people (mean 4.11), adherence to laws/government regulations (mean 4.08), paying tax/wealth creation (mean 3.88), participation to social/community life (mean 3.86), contribution to environmental protection (mean 3.85), contribution to social progress (mean 3.78), contribution to scientific/research (mean 3.31). Respondents granted a high degree of importance for provision of goods and services, paying tax/wealth creation, participation to social/community life, contribution to environmental protection, contribution to social progress, compliance with ethical standards (the median is higher than the mean). In terms of homogeneity of responses, in first place is making profit/welfare and economic growth (std. dev. 0.89601), which means that, in general, respondents rated the importance of this participation with 5 (very important). On the opposite is the contribution to scientific/research (std. dev. 1.22509), but is noted a mean of 3.31 and a median of 3.00 which means that respondents appreciate relatively different importance degree of this role, but it is situated to a medium level (3 - neither important nor less important). There is a high frequency of responses given by a high degree of importance to all company's roles in the present economic environment (mode value 5 and 4) except for contribution to scientific/research (the mode is 3) (See Table 6.1.).

**Table 6. Distribution indicators regarding the importance of the role of a company in the present economic environment**

		Provision of goods and services	Making profit / welfare and economic growth	Paying tax / wealth creation	Creation of employment / hiring people	Participation to social / community life
N	Valid	297	296	297	296	297
	Missing	8	9	8	9	8
	Mean	4.3704	4.2736	3.8822	4.1182	3.8653
	Median	5.0000	4.0000	4.0000	4.0000	4.0000
	Mode	5.00	5.00	4.00	4.00	4.00
	Std. Deviation	.92499	.89601	1.04764	.94754	.98402

		Contribution to social progress	Contribution to environmental protection	Adherence to laws / government regulations	Compliance with ethical standards	Contribution to scientific / research
N	Valid	296	297	296	297	297
	Missing	9	8	9	8	8
	Mean	3.7804	3.8519	4.0878	4.2424	3.3165
	Median	4.0000	4.0000	4.0000	5.0000	3.0000
	Mode	4.00	4.00	5.00	5.00	3.00
	Std. Deviation	.97551	1.05824	1.01132	.97354	1.22509

**Table 6.1. Distribution indicators regarding the importance of the role of a company in the present economic environment - Frequencies**

Provision of goods and services		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	9	3.0	3.0	3.0
	less important	6	2.0	2.0	5.1
	neither important nor less important	20	6.6	6.7	11.8
	important	93	30.5	31.3	43.1
	very important	169	55.4	56.9	100.0
	Total	297	97.4	100.0	
Missing	System	8	2.6		
Total	Total	305	100.0		

**Making profit / welfare and economic growth**

		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	5	1.6	1.7	1.7
	less important	11	3.6	3.7	5.4
Valid	neither important nor less important	26	8.5	8.8	14.2
	important	110	36.1	37.2	51.4
	very important	144	47.2	48.6	100.0
	Total	296	97.0	100.0	
Missing	System	9	3.0		
Total	Total	305	100.0		

**Paying tax / wealth creation**

		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	13	4.3	4.4	4.4
	less important	18	5.9	6.1	10.4
Valid	neither important nor less important	50	16.4	16.8	27.3
	important	126	41.3	42.4	69.7
	very important	90	29.5	30.3	100.0
	Total	297	97.4	100.0	
Missing	System	8	2.6		
Total	Total	305	100.0		

**Creation of employment / hiring people**

		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	7	2.3	2.4	2.4
	less important	13	4.3	4.4	6.8
Valid	neither important nor less important	36	11.8	12.2	18.9
	important	122	40.0	41.2	60.1
	very important	118	38.7	39.9	100.0
	Total	296	97.0	100.0	
Missing	System	9	3.0		
Total	Total	302	100.0		

<b>Participation to social / community life</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	8	2.6	2.7	2.7
	less important	17	5.6	5.7	8.4
Valid	neither important nor less important	67	22.0	22.6	31.0
	important	120	39.3	40.4	71.4
	very important	85	27.9	28.6	100.0
	Total	297	97.4	100.0	
Missing	System	8	2.6		
Total	Total	305	100.0		

<b>Contribution to social progress</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	6	2.0	2.0	2.0
	less important	25	8.2	8.4	10.5
Valid	neither important nor less important	69	22.6	23.3	33.8
	important	124	40.7	41.9	75.7
	very important	72	23.6	24.3	100.0
	Total	296	97.0	100.0	
Missing	System	9	3.0		
Total	Total	305	100.0		

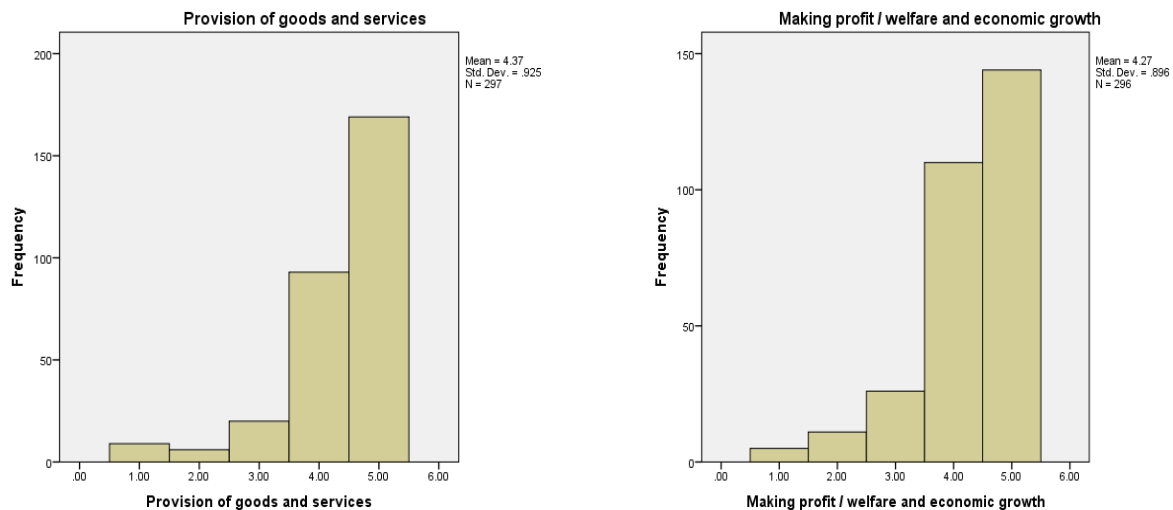
<b>Contribution to environmental protection</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	10	3.3	3.4	3.4
	less important	22	7.2	7.4	10.8
Valid	neither important nor less important	65	21.3	21.9	32.7
	important	105	34.4	35.4	68.0
	very important	95	31.1	32.0	100.0
	Total	297	97.4	100.0	
Missing	System	8	2.6		
Total	Total	305	100.0		

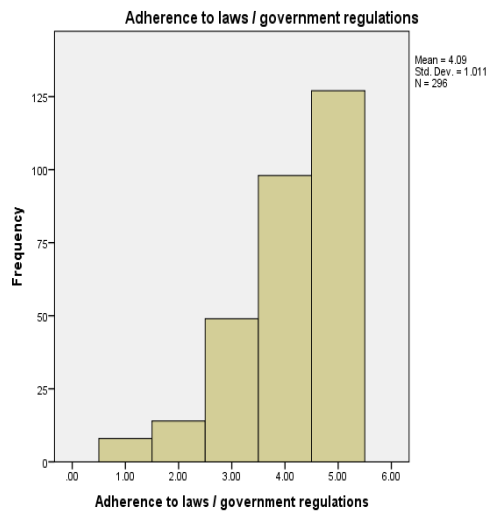
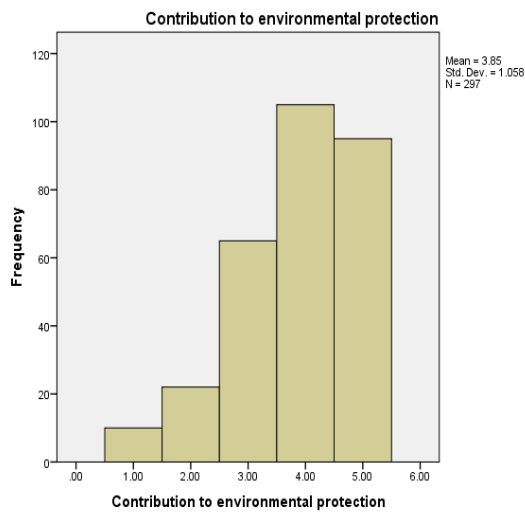
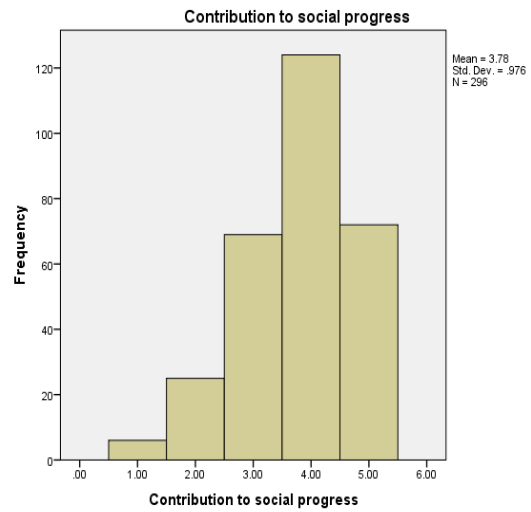
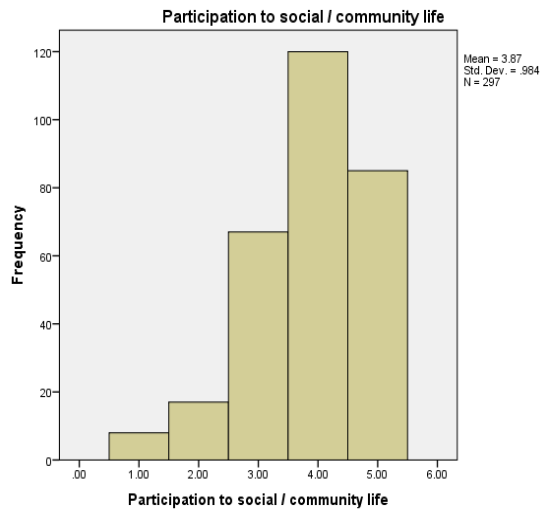
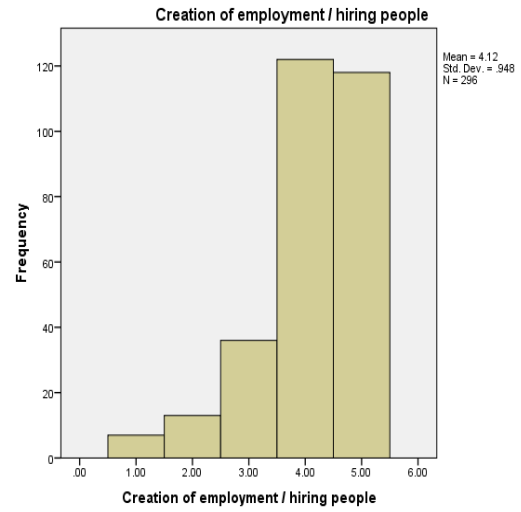
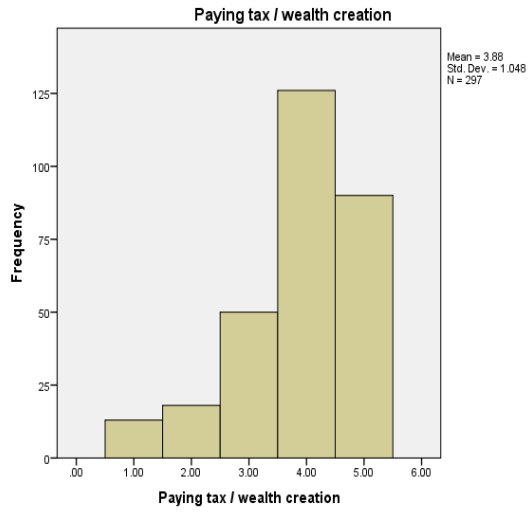
<b>Adherence to laws / government regulations</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	8	2.6	2.7	2.7
	less important	14	4.6	4.7	7.4
Valid	neither important nor less important	49	16.1	16.6	24.0
	important	98	32.1	33.1	57.1
	very important	127	41.6	42.9	100.0
	Total	296	97.0	100.0	
Missing	System	9	3.0		
Total	Total	305	100.0		

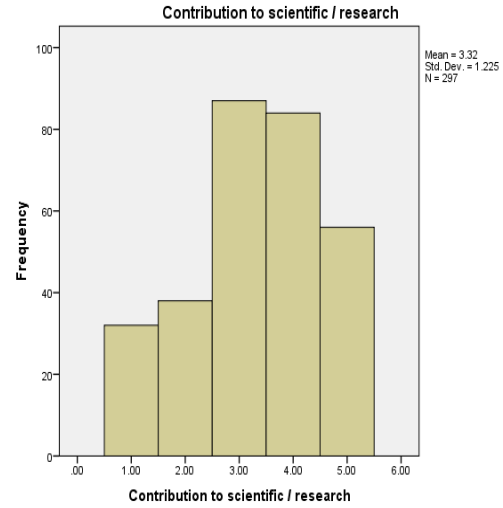
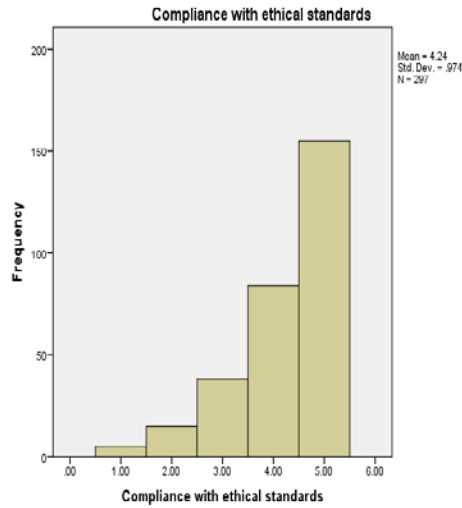
Compliance with ethical standards		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	5	1.6	1.7	1.7
	less important	15	4.9	5.1	6.7
	neither important nor less important	38	12.5	12.8	19.5
	important	84	27.5	28.3	47.8
	very important	155	50.8	52.2	100.0
Total	297	97.4	100.0		
Missing	System	8	2.6		
Total	Total	305	100.0		

Contribution to scientific / research		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	32	10.5	10.8	10.8
	less important	38	12.5	12.8	23.6
	neither important nor less important	87	28.5	29.3	52.9
	important	84	27.5	28.3	81.1
	very important	56	18.4	18.9	100.0
Total	297	97.4	100.0		
Missing	System	8	2.6		
Total	Total	305	100.0		

**Figure 6. Distribution indicators regarding the importance of the role of a company in the present economic environment - Frequencies**





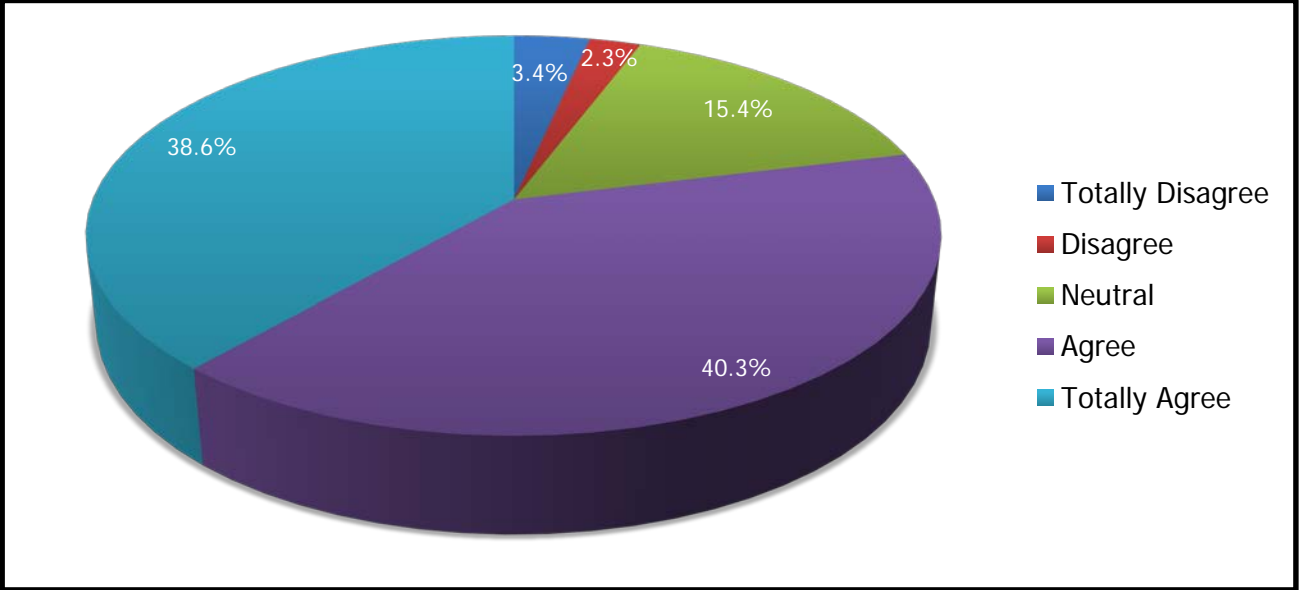


**Question 7:** Regarding **Please indicate to what extent you agree with the following statement: "Besides profit orientation, a tourism enterprise should be actively involved in the development of the communities where they operate."**, 3.4 % of the respondents are in total disagreement, 2.3 % of the respondents are in disagreement, 15.4 % are neutral, 40.3% are in agreement and 38.6% are in total agreement with the fact that their companies should be actively involved in the development of the communities where they operate. In conclusion, 78.9% of tourism enterprises are in agreement or total agreement that they should be actively involved in the community development. (See Table 7 and Figure 7).

**Table 7. Please indicate to what extent you agree with the following statement: "Besides profit orientation, a tourism enterprise should be actively involved in the development of the communities where they operate."**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Totally Disagree	10	3.3	3.4	3.4
	Disagree	7	2.3	2.3	5.7
	Neutral	46	15.1	15.4	21.1
	Agree	120	39.3	40.3	61.4
	Totally Agree	115	37.7	38.6	100.0
Total		298	97.7	100.0	
Missing	System	7	2.3		
Total	Total	305	100.0		

**Figure 7. Please indicate to what extent you agree with the following statement: "Besides profit orientation, a tourism enterprise should be actively involved in the development of the communities where they operate."**



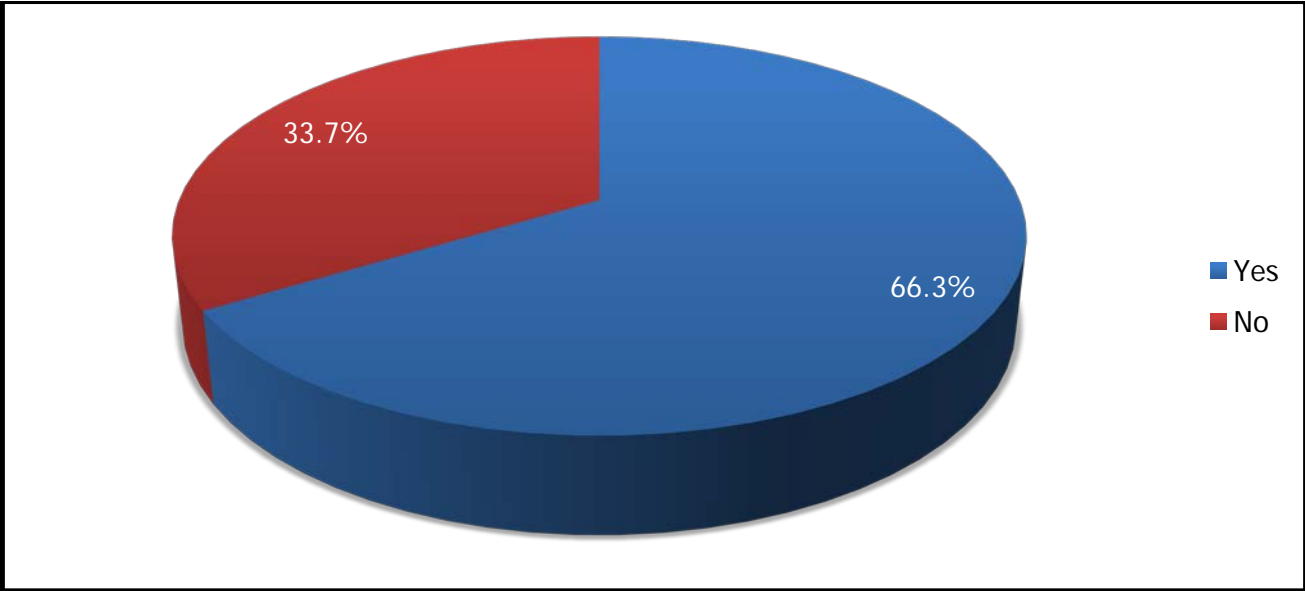


**Question 8:** Regarding the question **Are you familiar with the term Corporate Social Responsibility (CSR)?** 66.3% of the respondents are familiar with the term of Corporate Social Responsibility while 33.7 % of the respondents are not familiar with this term. (See Table 8 and Figure 8)

**Table 8. Are you familiar with the term Corporate Social Responsibility (CSR)?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	197	64.6	66.3	66.3
	No	100	32.8	33.7	100.0
	Total	297	97.4	100.0	
Missing	System	8	2.6		
Total	Total	305	100.0		

**Figure 8. Are you familiar with the term Corporate Social Responsibility (CSR)?**

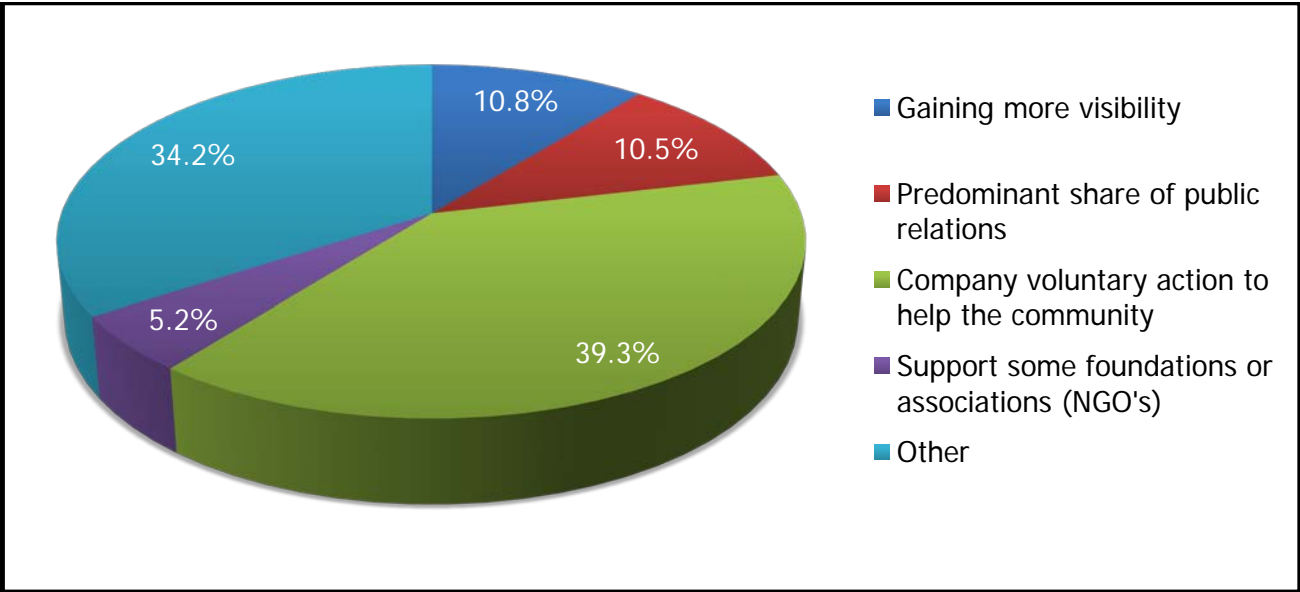


**Question 9:** Regarding how would you define the concept of CSR within your company? Please select one of the options below. 10% of the respondents consider CSR as a way of gaining more visibility, 11% of the respondents consider CSR as a predominant share of public relations, 23% of the respondents define CSR as a company voluntary action to help the community, while 6% define CSR as a way to support some foundations or associations (NGOs) and 50% define CSR in other ways. In conclusion, company's voluntary action to help the community stands out as the most common definition of CSR. (See Table 9 and Figure 9).

**Table 9. How would you define the concept of CSR within your company?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Gaining more visibility	33	10.8	10.8
	Predominant share of public relations	32	10.5	21.3
	Company voluntary action to help the community	120	39.3	60.6
	Support some foundations or associations (NGO's)	16	5.2	65.8
	Other	104	34.2	100.0
	Total	305	100.0	100.0

**Figure 9. How would you define the concept of CSR within your company?**

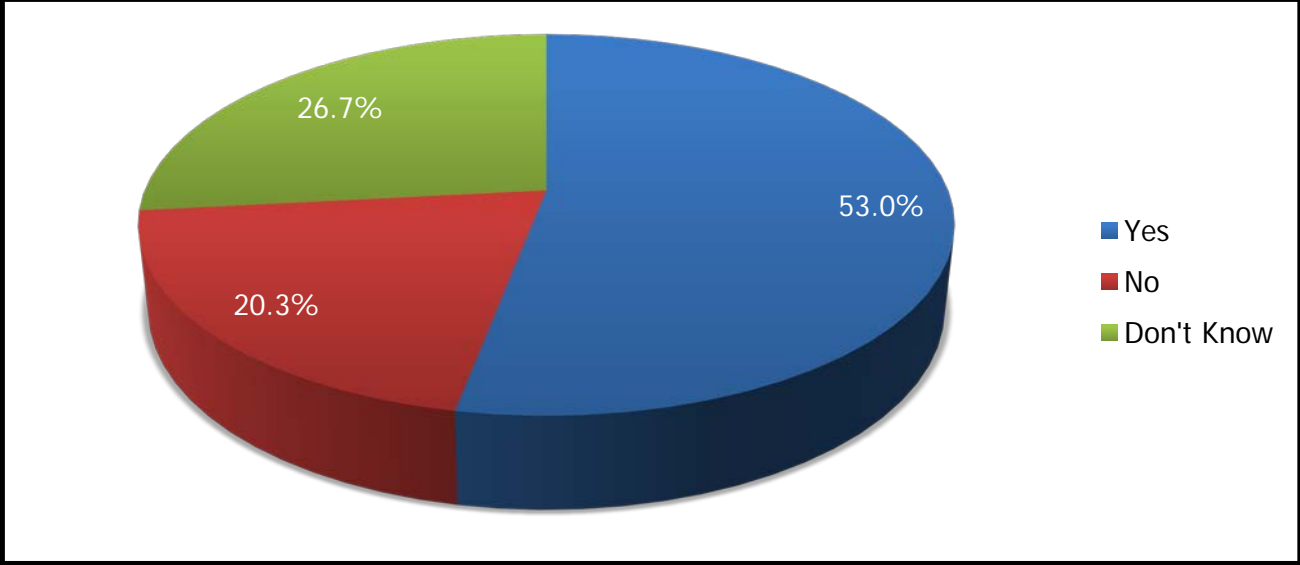


**Question 10: Have any of the above concepts of CSR been implemented by your company?** 53% of the respondents have implemented the concepts of CSR in their companies, while 20.3% have not and 26.7% of the respondents did not know about it. (See Table 10 and Figure 10)

**Table 10. Have any of the above concepts of CSR been implemented by your company?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	157	51.5	53.0	53.0
	No	60	19.7	20.3	73.3
	Don't Know	79	25.9	26.7	100.0
	Total	296	97.0	100.0	
Missing	System	9	3.0		
Total	Total	305	100.0		

**Figure 10. Have any of the above concepts of CSR been implemented by your company?**

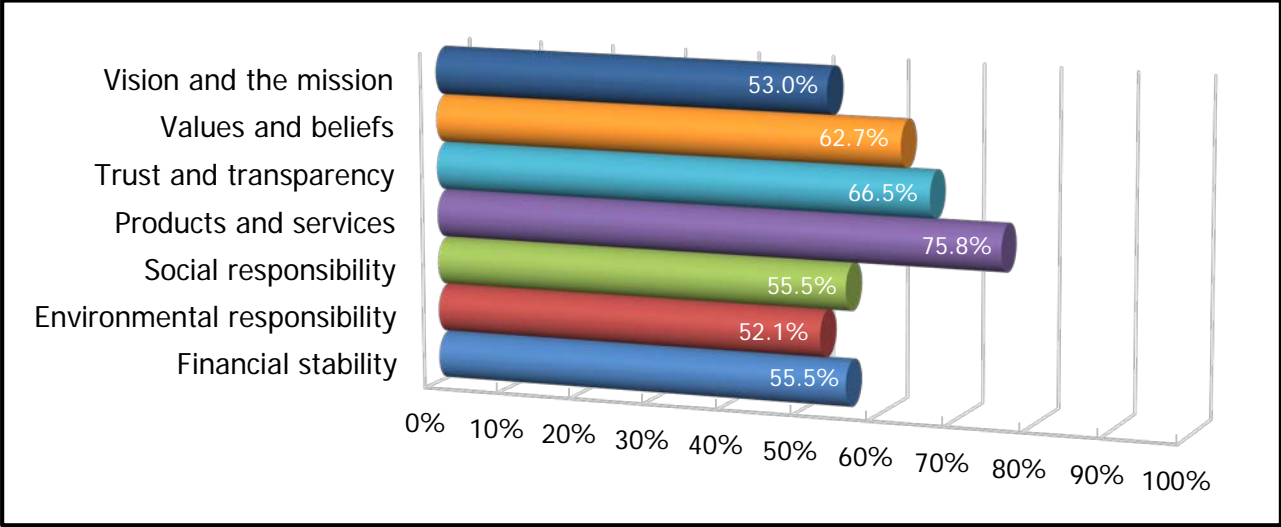


**Question 11:** Regarding the responses to **When you think about a company's reputation, what kind of things do you take into consideration?** the most important element is products and services, followed by trust and transparency and values and beliefs. Financial stability and social responsibility received an equal number of responses, followed by vision and the mission and finally environmental responsibility. (See Table 11 and Figure 11)

**Table 11. When you think about a company's reputation, what kind of things you take into consideration?**

	Frequency	Percent	Valid Percent
Valid Vision and the mission	125	41.0	53.0
Values and beliefs	148	48.5	62.7
Trust and transparency	157	51.5	66.5
Products and Services	179	58.7	75.8
Social responsibility	131	43.0	55.5
Environmental responsibility	123	40.3	52.1
Financial stability	131	43.0	55.5

**Figure 11. When you think about a company's reputation, what kind of things you take into consideration?**



**Question 12:** In terms of importance regarding the CSR domains that a company should support (Table 12). The most important domains considered are benefits and employee development for local communities (mean 4.03), followed by education (mean 3.9452), environmental protection (mean 3.9418), working with educational institutions (mean 3.86), preserving art and culture (mean 3.84), fighting discrimination (mean 3.79), research and product development (mean 3.70), co-operation with NGOs and authorities (mean 3.65), addressing people’s health problems (mean 3.49), solving social problems (mean 3.37).

The respondents granted a high degree of importance for all CSR domains that company should support (the median is higher than the mean) except for benefits and employee development for local communities and solving social problems. In terms of homogeneity of responses, in the first place are benefits and employee development for local communities (std. dev. 0.92995), which means that, in general, respondents rated the importance of this domain with 4 (important). At opposite end is addressing people’s health problems (std. dev. 1.16211), but is noted a mean of 3.49 and a median of 4.00 means that respondents appreciate relatively different the degree of importance of this domain, but it is placed at a high level (4 important). There is a high frequency of responses given by a high degree of importance to all CSR domains that a company should support (mode value 4 and 5) (See Table 12.1).

**Table 12. Distribution indicators regarding the most important CSR domains a company should support**

		Environmental protection	Benefits and employee development for local communities	Fighting discrimination	Cooperation with NGOs and authorities	Addressing people’s health problems
N	Valid	292	292	292	292	292
	Missing	13	13	13	13	13
	Mean	3.69418	4.0342	3.7979	3.6507	3.4966
	Median	4.0000	4.0000	4.0000	4.0000	4.0000
	Mode	4.00	4.00	4.00	4.00	4.00
	Std. Deviation	1.06492	.92995	1.09839	1.01258	1.16211

		Education	Preserving art and culture	Research and product development	Working with educational institutions (schools, universities)	Solving social problems (floods, orphans, elders etc.)
N	Valid	292	292	292	292	291
	Missing	13	13	13	13	14
Mean		3.9452	3.8493	3.7089	3.8699	3.3711
Median		4.0000	4.0000	4.0000	4.0000	3.0000
Mode		5.00	4.00	4.00	4.00	3.00
Std. Deviation		1.06993	1.03772	1.08133	1.06338	1.5358

**Table 12.1. Distribution indicators regarding the most important CSR domains a company should support - Frequencies**

<b>Environmental protection</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	12	3.9	4.1	4.1
	less important	18	5.9	6.2	10.3
	neither important nor less important	48	15.7	16.4	26.7
	important	111	36.4	38.0	64.7
	very important	103	33.8	35.3	100.0
Total		292	95.7	100.0	
Missing	System	13	4.3		
Total	Total	305	100.0		

<b>Benefits and employee development for local communities</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	4	1.3	1.4	1.4
	less important	16	5.2	5.5	6.8
	neither important nor less important	49	16.1	16.8	23.6
	important	120	39.3	41.1	64.7
	very important	103	33.8	35.3	100.0
Total		292	95.7	100.0	
Missing	System	13	4.3		
Total	Total	305	100.0		

<b>Fighting discrimination</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	13	4.3	4.5	4.5
	less important	21	6.9	7.2	11.6
Valid	neither important nor less important	70	23.0	24.0	35.6
	important	96	31.5	32.9	68.5
	very important	92	30.2	31.5	100.0
	Total	292	95.7	100.0	
Missing	System	13	4.3		
Total	Total	305	100.0		

<b>Cooperating with NGOs and authorities</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	10	3.3	3.4	3.4
	less important	28	9.2	9.6	13.0
Valid	neither important nor less important	74	24.3	25.3	38.4
	important	122	40.0	41.8	80.1
	very important	58	19.0	19.9	100.0
	Total	292	95.7	100.0	
Missing	System	13	4.3		
Total	Total	305	100.0		

<b>Addressing people's health problems</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	22	7.2	7.5	7.5
	less important	33	10.8	11.3	18.8
Valid	neither important nor less important	76	24.9	34.2	44.9
	important	100	32.8	20.9	79.1
	very important	61	20.0	100.0	100.0
	Total	292	95.7		
Missing	System	13	4.3		
Total	Total	305	100.0		

<b>Education</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	10	3.3	3.4	3.4
	less important	20	6.6	6.8	10.3
Valid	neither important nor less important	55	18.0	18.8	29.1
	important	98	32.1	33.6	62.7
	very important	109	35.7	37.3	100.0
	Total	292	95.7	100.0	
Missing	System	13	4.3		
Total	Total	305	100.0		

<b>Preserving art and culture</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	10	3.3	3.4	3.4
	less important	18	5.9	6.2	9.6
Valid	neither important nor less important	68	22.3	23.3	32.9
	important	106	34.8	36.3	69.2
	very important	90	29.5	30.8	100.0
	Total	292	95.7	100.0	
Missing	System	13	4.3		
Total	Total	305	100.0		

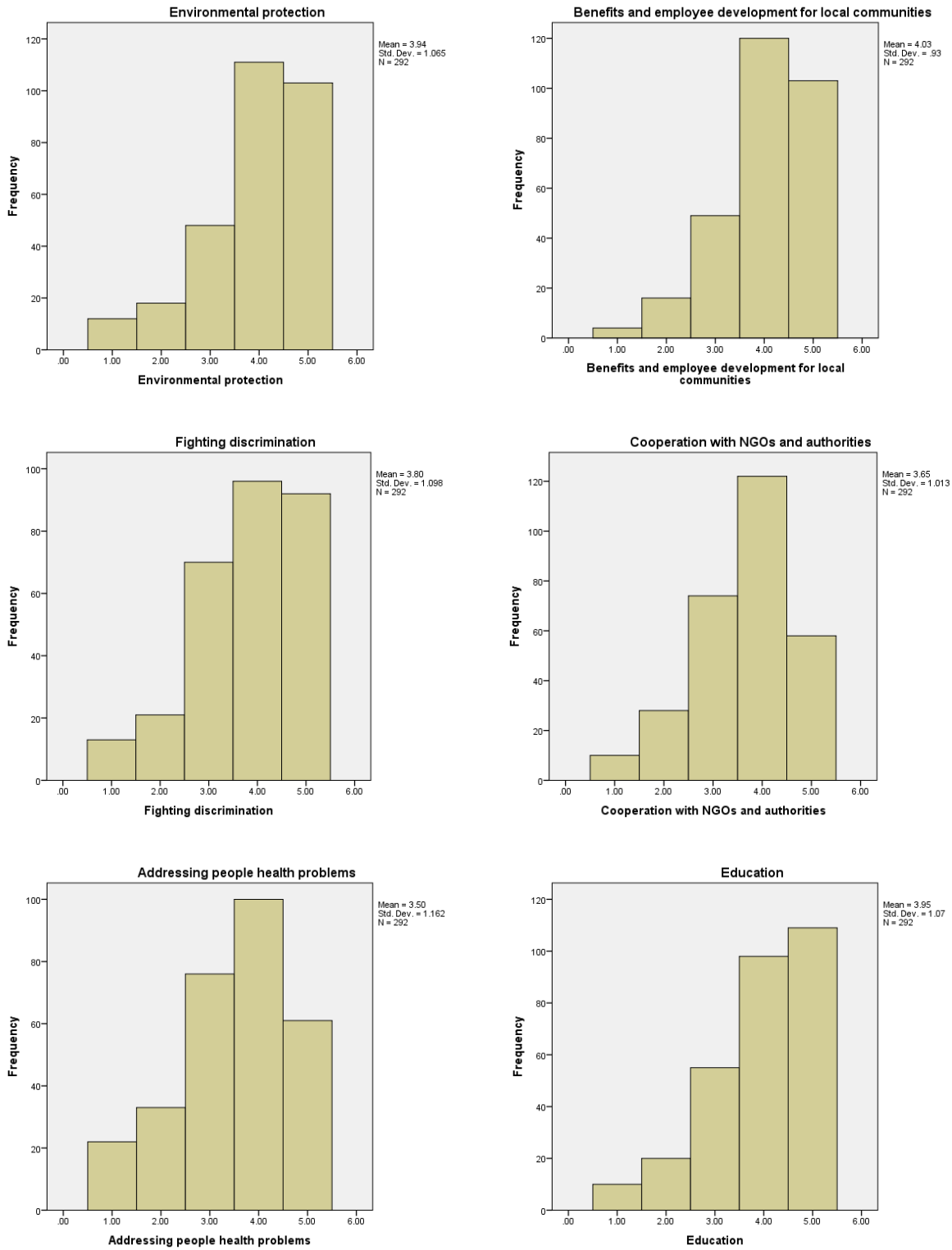
<b>Research and product development</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	13	4.3	4.5	4.5
	less important	23	7.5	7.9	12.3
Valid	neither important nor less important	78	25.6	26.7	39.0
	important	100	32.8	34.2	73.3
	very important	78	25.6	26.7	100.0
	Total	292	95.7	100.0	
Missing	System	13	4.3		
Total	Total	305	100.0		

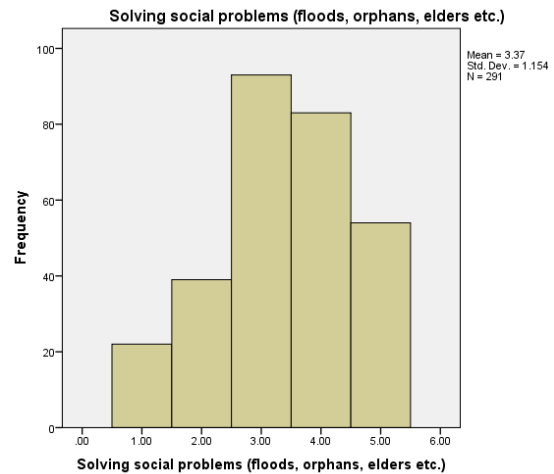
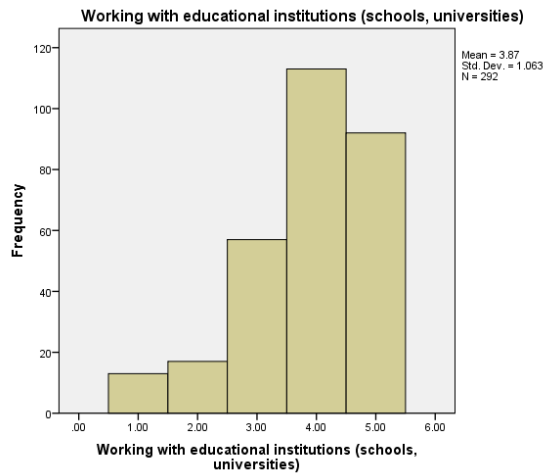
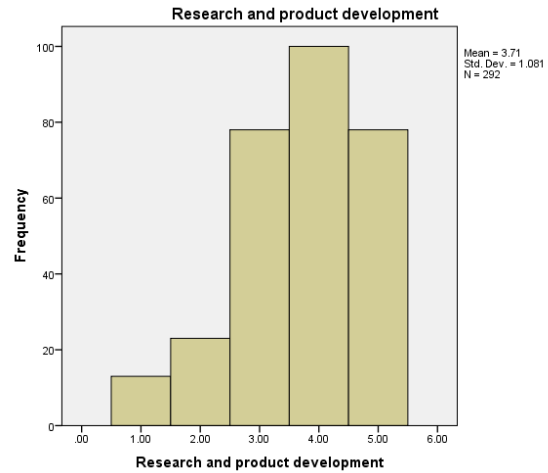
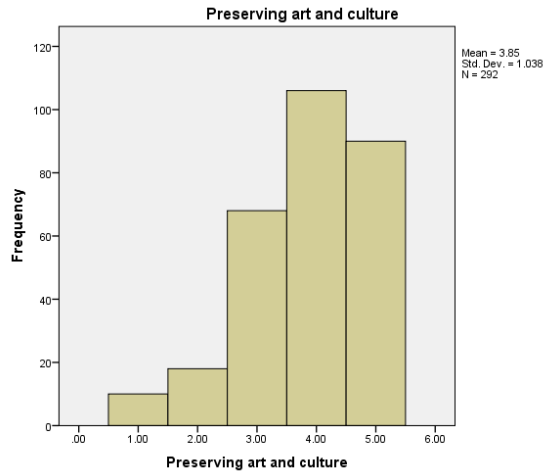
<b>Working with educational institutions (schools, universities)</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	13	4.3	4.5	4.5
	less important	17	5.6	5.8	10.3
Valid	neither important nor less important	57	18.7	19.5	29.8
	important	113	37.0	38.7	68.5
	very important	92	30.2	31.5	100.0
	Total	292	95.7	100.0	
Missing	System	13	4.3		
Total	Total	305	100.0		

<b>Solving social problems (floods, orphans, elders etc.)</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	22	7.2	7.6	7.6
	less important	39	12.8	13.4	21.0
Valid	neither important nor less important	93	30.5	32.0	52.9
	important	83	27.2	28.5	81.4
	very important	54	17.7	18.6	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		



**Figure 12. Distribution indicators regarding the most important CSR domains a company should support - Frequencies**



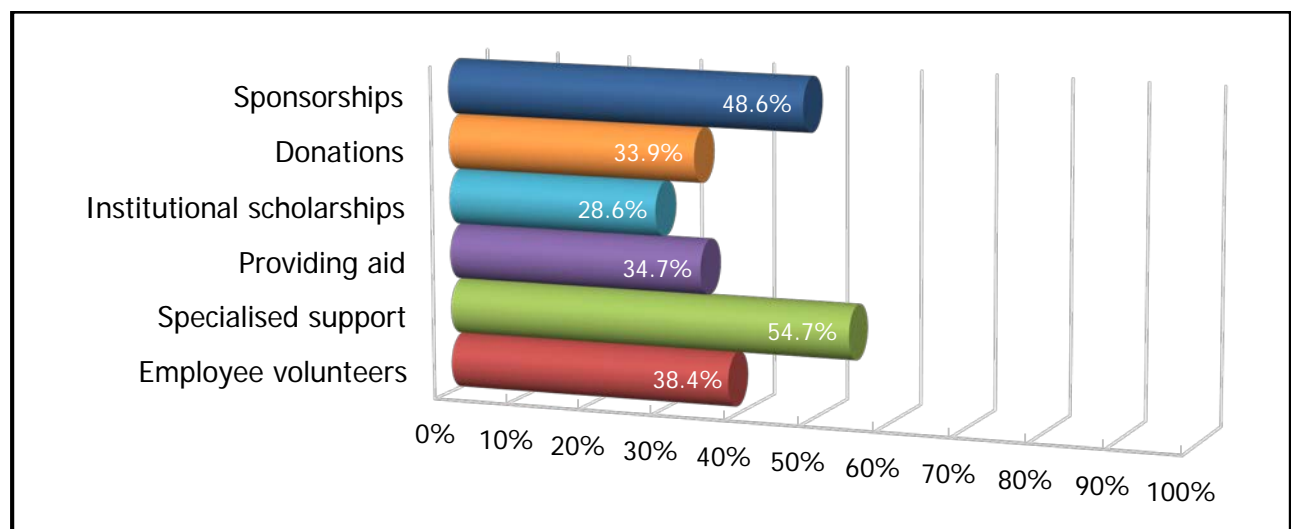


**Question 13:** Regarding the responses to **Which of the following methods would you use to support community?** The most important method is specialised support (training, know how), followed by Sponsorships, Employee Volunteers, Providing Aid (products etc.) and Donations. Institutional Scholarships are considered the least important method (See Table 13 and Figure 13).

**Table 13. Which of the following methods would you use to support community?**

		Frequency	Percent	Valid Percent
Valid	Sponsorships	119	39.0	48.6
	Donations	83	27.2	33.9
	Institutional scholarships	70	23.0	28.6
	Providing aid (products etc.)	85	27.9	34.7
	Specialised support (training, know-how)	134	43.9	54.7
	Employee volunteers	94	30.8	38.4

**Figure 13. Which of the following methods would you use to support community?**

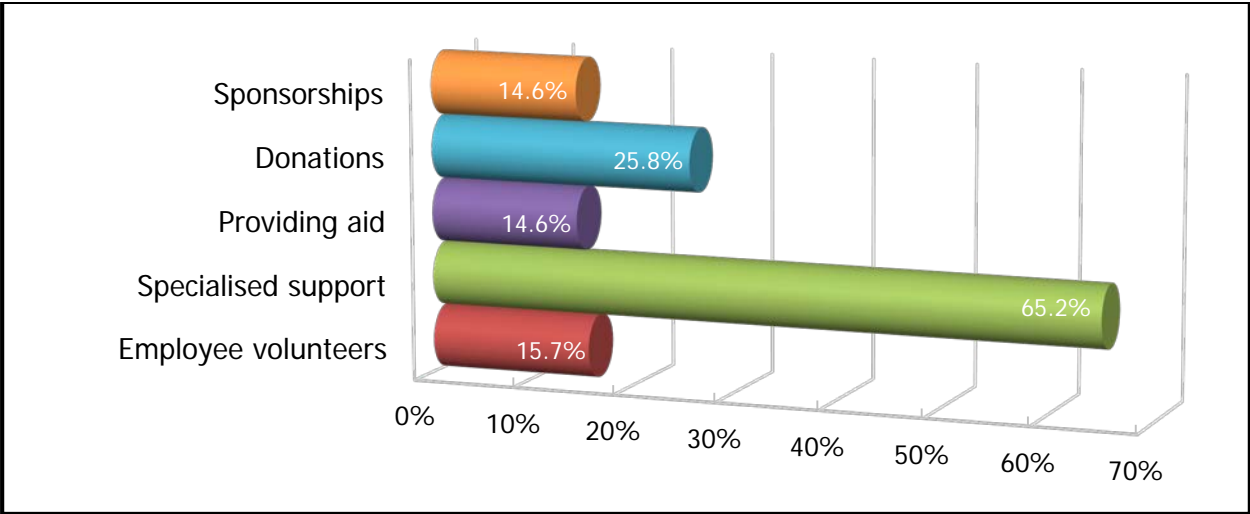


**Question 14:** Regarding the responses to **Please give some examples of the community support your company has undertaken**, the most popular method, by a large margin, appears to be specialised support such as training, educating communities and raising awareness of sustainability issues. This is followed by donations, with sponsorships and providing aid, receiving equal status. The least popular appears to be opportunities for employee volunteering. (See Table 14 and Figure 14).

**Table 14. Please give some examples of the community support your company has undertaken**

		Frequency	Percent	Valid Percent
Valid	Sponsorships	13	4.3	14.6
	Donations	23	7.5	25.8
	Providing aid (products etc.)	13	4.3	14.6
	Specialised support (training, know-how)	58	19.0	65.2
	Employee volunteers	14	4.6	15.7

**Figure 14. Please give some examples of the community support your company has undertaken**



**Question 15:** When addressing the motivation in adopting the concept of CSR – (see Table 15), the most important indicator taken into consideration is the improvement of the company image (mean 3.98). The other indicators rank as following: attracts and keeps good employees (mean 3.92), our competitive advantage (mean 3.63), part of PR – marketing programme (mean 3.62), tax advantages (mean 3.10), fashionable (mean 2.98), forced by the external pressure - media, NGOs, public, government etc. (mean 2,74), obliged by the mother-company (mean 2.60). Respondents granted a high degree of importance for all motivations except tax advantages (the median is higher than the mean). In terms of homogeneity of responses, on the first place is the improvement of the company image (std. dev. 1.00340), which means that, in general, respondents rated the importance of this motive with 4 (important). At opposite is obliged by the mother-company motivation (std. dev. 1.38400), but is noted a mean of 2.60 and a median of 3.00 which means that respondents appreciate relatively different the importance degree of this motivation, but it is situated to a medium level (3 – neither important nor less important). There is a high frequency of responses given by a high degree of importance for the following motivations of a company to adopt the concept of CSR: attracts and keeps good employees, the improvement of the company, our competitive advantage, part of PR – marketing programme, (mode value 5 and 4) except for fashionable, tax advantages (the mode is 3) and obliged by the mother-company motivation (the mode is 1) (See Table 15.1.).

**Table 15. Distribution indicators regarding a company’s motivation to adopt the concept of CSR**

		Our competitive advantage	Fashionable	Part of PR – marketing programme	Obliged by the mother-company
N	Valid	290	290	291	285
	Missing	15	15	14	20
Mean		3.6379	2.9897	3.6289	2.6070
Median		4.0000	3.0000	4.0000	3.0000
Mode		4.00	3.00	4.00	1.00
Std. Deviation		1.18961	1.18959	1.10472	1.38400

		Tax advantages	Forced by the external pressure (media, NGOs, public, government etc.)	Improves company image	Attracts and keeps good employees
N	Valid	291	289	290	291
	Missing	14	16	15	14
Mean		3.1031	2.7439	3.9897	3.9244
Median		3.0000	3.0000	4.0000	4.0000
Mode		3.00	3.00	4.00	5.00
Std. Deviation		1.32471	1.27346	1.00340	1.09598

**Table 15.1. Distribution indicators regarding a company's motivation to adopt the concept of CSR – Frequencies**

<b>Our competitive advantage</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	23	7.5	7.9	7.9
	less important	25	8.2	8.6	16.6
	neither important nor less important	63	20.7	21.7	38.3
	important	102	33.4	35.2	73.4
	very important	77	25.2	26.6	100.0
Total		290	95.1	100.0	
Missing	System	15	4.9		
Total	Total	305	100.0		

<b>Fashionable</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	44	14.4	15.2	15.2
	less important	46	15.1	15.9	31.0
	neither important nor less important	97	31.8	33.4	64.5
	important	75	24.6	25.9	90.3
	very important	28	9.2	9.7	100.0
Total		290	95.1	100.0	
Missing	System	15	4.9		
Total	Total	305	100.0		

<b>Part of PR – marketing programme</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	19	6.2	6.5	6.5
	less important	19	6.2	6.5	13.1
Valid	neither important nor less important	80	26.2	27.5	40.5
	important	106	34.8	36.4	77.0
	very important	67	22.0	23.0	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

<b>Obligated by the mother-company</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	98	32.1	34.4	34.4
	less important	26	8.5	9.1	43.5
Valid	neither important nor less important	81	26.6	28.4	71.9
	important	50	16.4	17.5	89.5
	very important	30	9.8	10.5	100.0
	Total	285	93.4	100.0	
Missing	System	20	6.6		
Total	Total	305	100.0		

<b>Tax advantages</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	55	18.0	18.9	18.9
	less important	26	8.5	8.9	27.8
Valid	neither important nor less important	94	30.8	32.3	60.1
	important	66	21.6	22.7	82.8
	very important	50	16.4	17.2	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

<b>Forced by the external pressure (media, NGOs, public, government etc.)</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	67	22.0	23.2	23.2
	less important	53	17.4	18.3	41.5
Valid	neither important nor less important	82	26.9	28.4	69.9
	important	61	20.0	21.1	91.0
	very important	26	8.5	9.0	100.0
	Total	289	94.8	100.0	
Missing	System	16	5.2		
Total	Total	305	100.0		

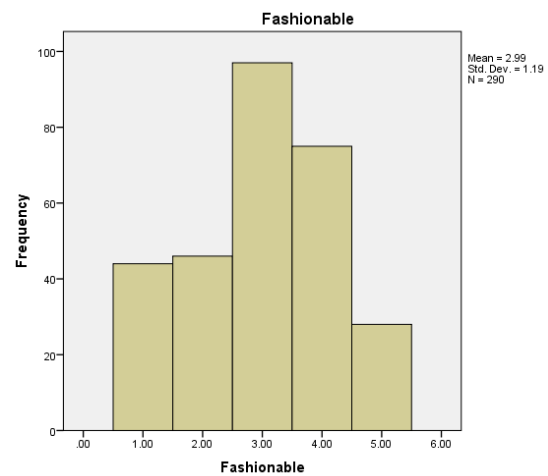
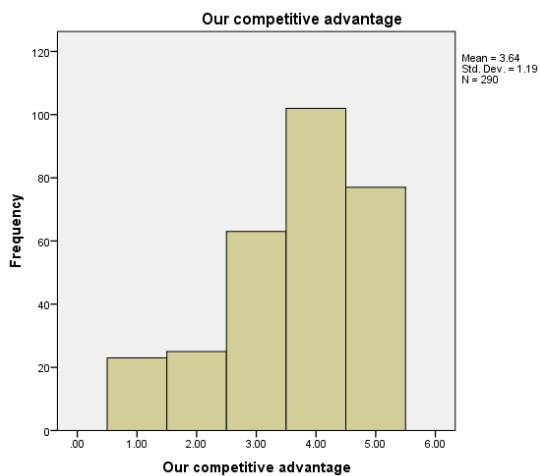
**Improves company image**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	10	3.3	3.4	3.4
	less important	13	4.3	4.5	7.9
	neither important nor less important	48	15.7	16.6	24.5
	important	118	38.7	40.7	65.2
	very important	101	33.1	34.8	100.0
	Total	290	95.1	100.0	
Missing	System	15	4.9		
Total	Total	305	100.0		

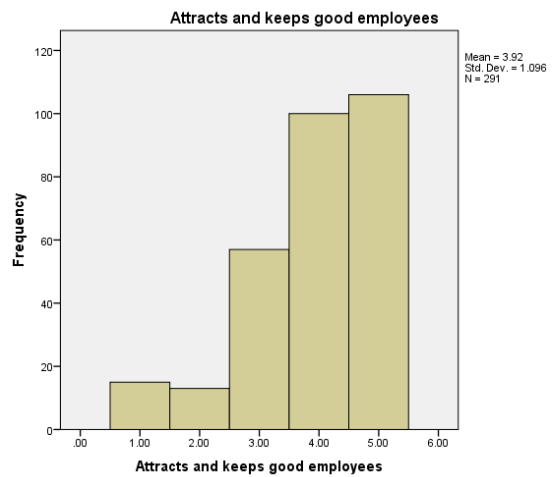
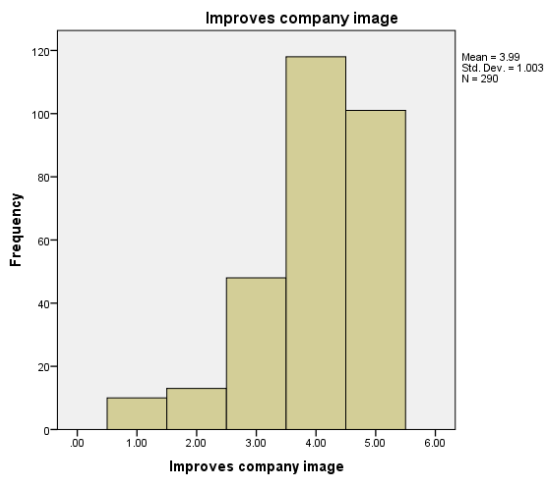
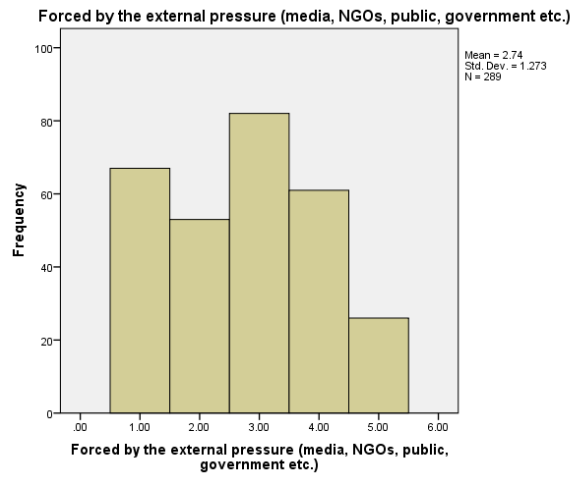
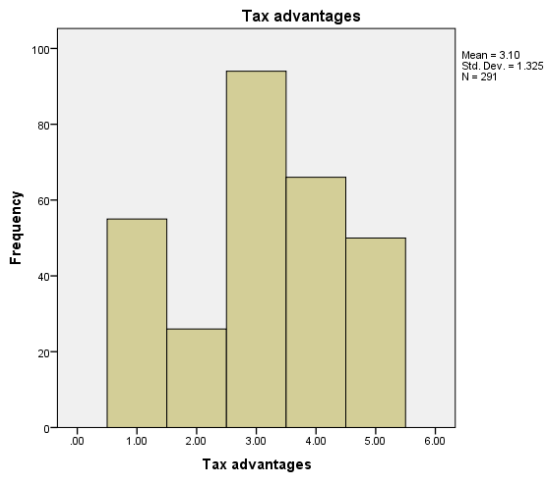
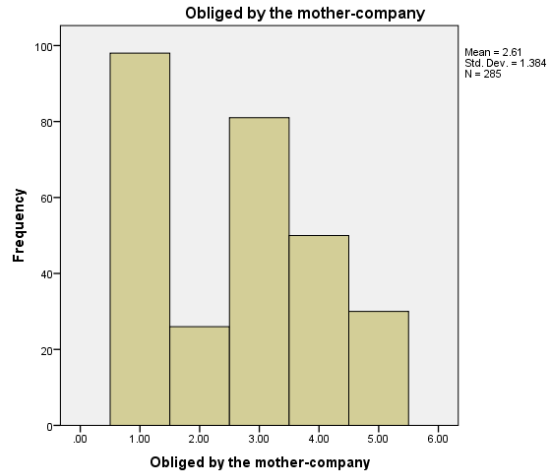
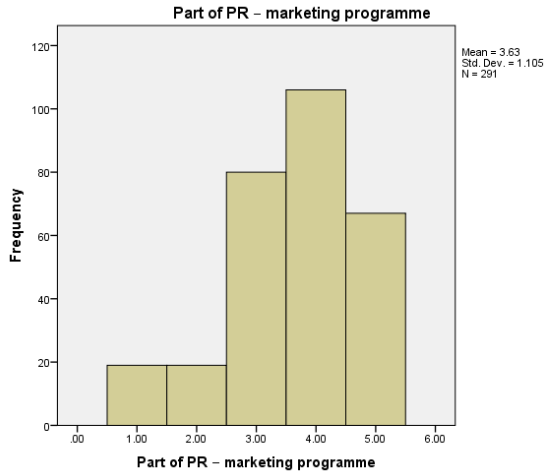
**Attracts and keeps good employees**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	15	4.9	5.2	5.2
	less important	13	4.3	4.5	9.6
	neither important nor less important	57	18.7	19.6	29.2
	important	100	32.8	34.4	63.6
	very important	106	34.8	36.4	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

**Figure 15. Distribution indicators regarding a company's motivation to adopt the concept of CSR – Frequencies**







**Question 16:** In terms of importance regarding the most important criteria in creating a fair tourism product (see Table 16), it ranks as follows: the most important criterion is paying adequate prices (mean 4.21), followed by respecting labour standards (mean 4.20), Involving local communities (mean 4.13), travelling in an environmentally friendly manner (mean 4.09), carefully selecting accommodation (mean 4.08), creating transparency (mean 4.07), economic partnerships (mean 4.02) and comparing destinations (mean 3.80). Respondents granted a high degree of importance for the comparing destinations criteria when creating a fair tourism product (the median is higher than the mean). In terms of homogeneity of responses, on the first place is paying adequate prices (std. dev. 0.7642), which means that, in general, respondents rated the importance of this criteria with 4 (important). At opposite is travelling in an environmentally friendly manner criteria (std. dev. 0.9492), but is noted a mean of 4.09 and a median of 4.00 which means that respondents appreciate relatively different the importance degree of this criteria, but it is situated to a highest level (5 – very important). There is a high frequency of responses given by a high degree of importance for the following all criteria (mode value 5 and 4) (See Table 16.1).

**Table 16. Distribution indicators regarding most important criteria when creating a fair tourism product**

		Travelling in an environmentally friendly manner	Carefully selecting accommodation	Comparing destinations	Involving local communities
N	Valid	291	291	291	289
	Missing	14	14	14	16
Mean		4.0962	4.0825	3.8076	4.1315
Median		4.0000	4.0000	4.0000	4.0000
Mode		5.00	4.00	4.00	5.00
Std. Deviation		.94924	.86706	.86945	.88389

		Paying adequate prices	Respecting labour standards	Creating transparency	Economic partnerships
N	Valid	291	291	291	291
	Missing	14	14	14	14
Mean		4.2165	4.2096	4.0790	4.0241
Median		4.0000	4.0000	4.0000	4.0000
Mode		4.00	5.00	4.00	4.00
Std. Deviation		.76420	.88710	.93805	.87658

**Table 16.1. Distribution indicators regarding most important criteria when creating a fair tourism product - Frequencies**

<b>Travelling in an environmentally friendly manner</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	7	2.3	2.4	2.4
	less important	9	3.0	3.1	5.5
	neither important nor less important	49	16.1	16.8	22.3
	important	110	36.1	37.8	60.1
	very important	116	38.0	39.9	100.0
Total		291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

<b>Carefully selecting accommodation</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	3	1.0	1.0	1.0
	less important	9	3.0	3.1	4.1
	neither important nor less important	53	17.4	18.2	22.3
	important	122	40.0	41.9	64.3
	very important	104	34.1	35.7	100.0
Total		291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

<b>Comparing destinations</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	5	1.6	1.7	1.7
	less important	11	3.6	3.8	5.5
Valid	neither important nor less important	80	26.2	27.5	33.0
	important	134	43.9	46.0	79.0
	very important	61	20.0	21.0	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

<b>Involving local communities</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	0.7	0.7
	less important	9	3.0	3.1	3.8
Valid	neither important nor less important	57	18.7	19.7	23.5
	important	102	33.4	35.3	58.8
	very important	119	39.0	41.2	100.0
	Total	289	94.8	100.0	
Missing	System	16	5.2		
Total	Total	305	100.0		

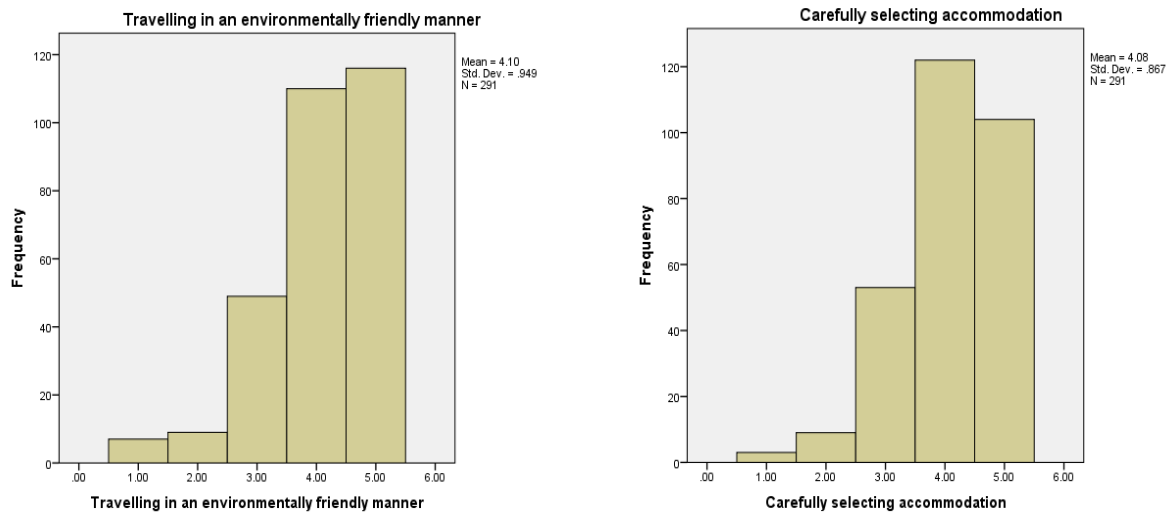
<b>Paying adequate prices</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	0	0.0	0.0	0.0
	less important	6	2.0	2.1	2.1
Valid	neither important nor less important	42	13.8	14.4	16.5
	important	126	41.3	43.3	59.8
	very important	117	38.4	40.2	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

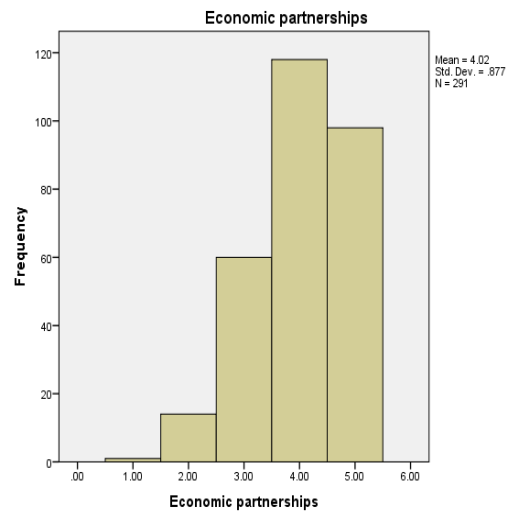
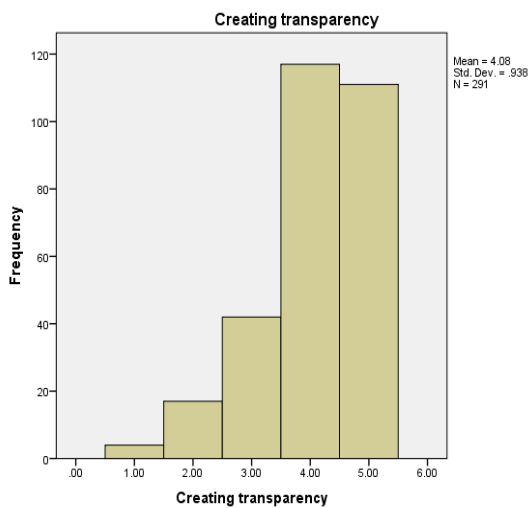
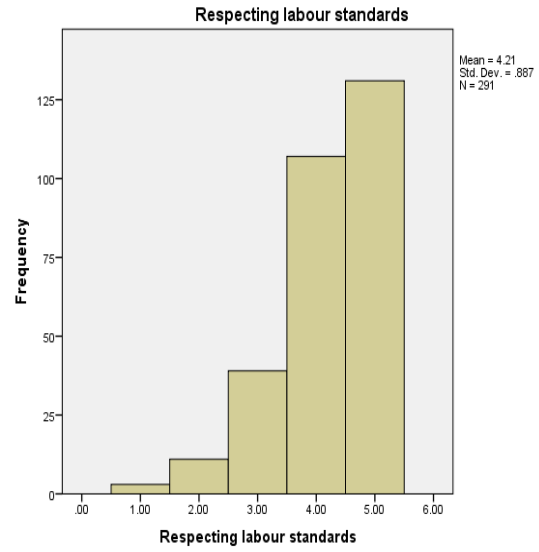
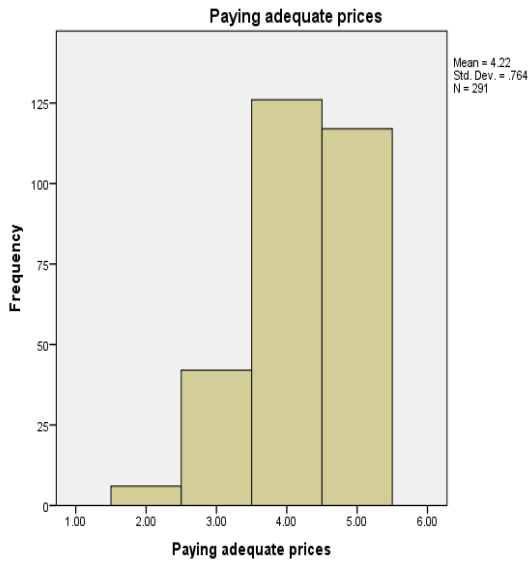
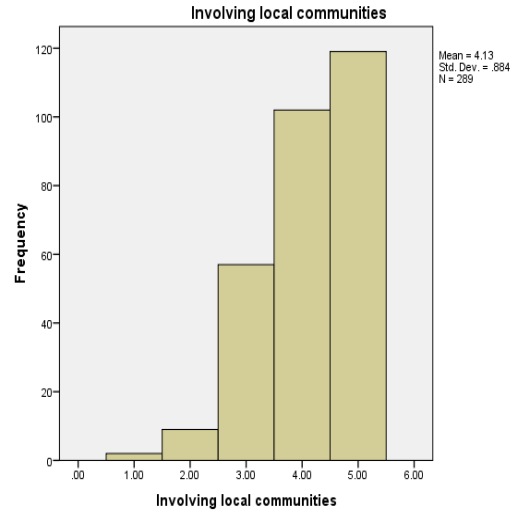
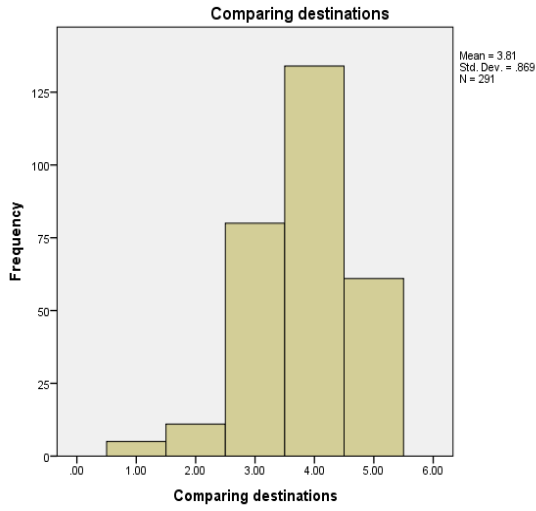
<b>Respecting labour standards</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	3	1.0	1.0	1.0
	less important	11	3.6	3.8	4.8
Valid	neither important nor less important	39	12.8	13.4	18.2
	important	107	35.1	36.8	55.0
	very important	131	43.0	45.0	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

Creating transparency		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	4	1.3	1.4	1.4
	less important	17	5.6	5.8	7.2
	neither important nor less important	42	13.8	14.4	21.6
	important	117	38.4	40.2	61.9
	very important	111	36.4	38.1	100.0
Total		291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

Economic partnerships		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	1	0.3	0.3	0.3
	less important	14	4.6	4.8	5.2
	neither important nor less important	60	19.7	20.6	25.8
	important	118	38.7	40.5	66.3
	very important	98	32.1	33.7	100.0
Total		291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

**Figure 16. Distribution indicators regarding most important criteria when creating a fair tourism product - Frequencies**



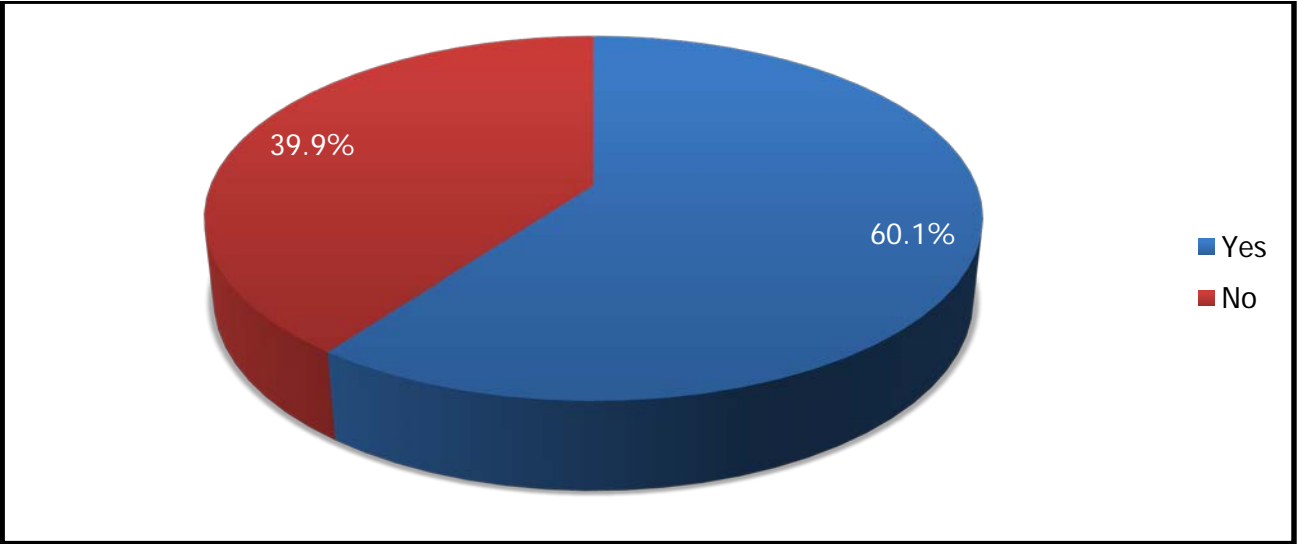


**Question 17:** Regarding the question, **Does your company wish to extend its CSR activities in the near future?** 60.1% of the respondents want to extend CSR activities in the near future, while 39.9% do not. (See Table 17 and Figure 17)

**Table 17. Does your company wish to extend its CSR activities in the near future?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	175	57.4	60.1	60.1
	No	116	38.0	39.9	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

**Figure 17. Does your company wish to extend its CSR activities in the near future?**

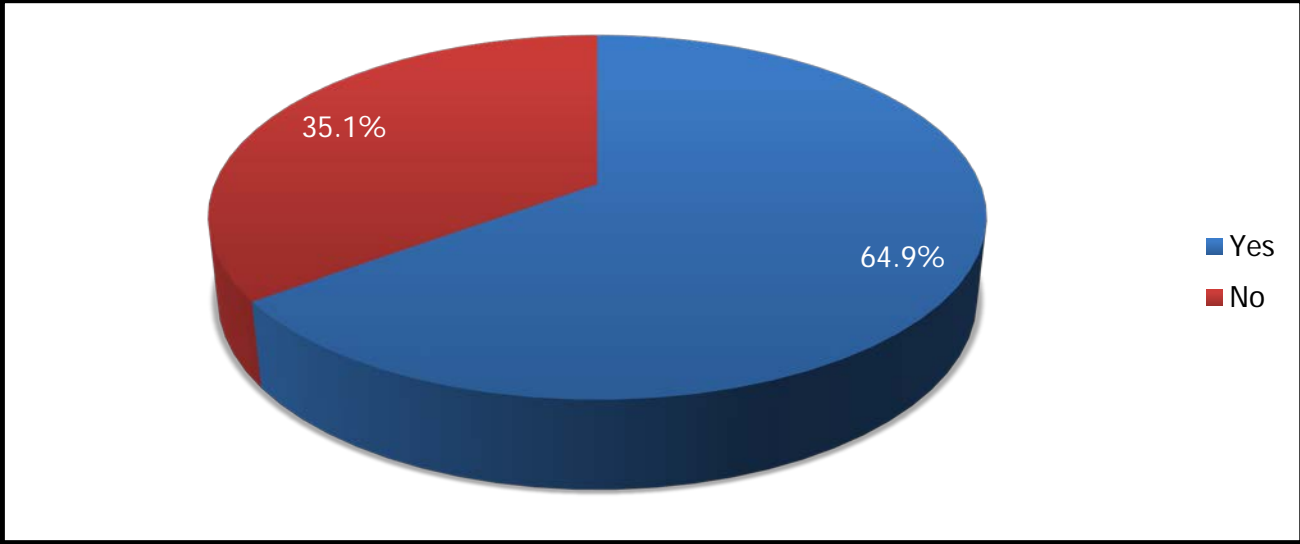


**Question 18: Would you agree to participate in a CSR training course, in order to improve your knowledge about this subject area?** 64.9% of the respondents agree to participate in a CSR training course, while 35.1% do not agree. (See Table 18 and Figure 18)

**Table 18. Would you agree to participate in a CSR training course, in order to improve your knowledge about this subject area?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	189	62.0	64.9	64.9
	No	102	33.4	35.1	100.0
	Total	291	95.4	100.0	
Missing	System	14	4.6		
Total	Total	305	100.0		

**Figure 18. Would you agree to participate in a CSR training course, in order to improve your knowledge about this subject area?**





**Question 19:** When considering the importance of topics that a CSR training course should cover (see Table 19), the most important topic is Corporate Social Responsibility in Tourism (mean 4.3495) followed by Customer Service in Tourism (mean 4.3476), Entrepreneurship and Innovation in Tourism (mean 4.30). The other topics rank as follows: Sustainable Tourism or Green Tourism (mean 4.28), Fair Trade in Tourism (mean 4.27), Intercultural Competencies in Tourism (mean 4.19), Culture and Heritage Tourism (mean 4.0535), Accessible Tourism (mean 4.0535), Rural/Farm/Food Tourism (mean 4.01), Niche Tourism (mean 3.95), EU Policies and Political influence (mean 3.87). Respondents granted a high degree of importance for the following CSR training course should cover: Corporate Social Responsibility in Tourism, Entrepreneurship and Innovation in Tourism, Sustainable Tourism or Green Tourism, Niche Tourism, Customer Service in Tourism, EU Policies and Political Influence (the median is higher than the mean). In terms of homogeneity of responses, on the first place is Customer Service in Tourism (std. dev. 0.83088), which means that, in general, respondents rated the importance of this course with 5 (most important). At opposite is EU Policies and Political influence (std. dev. 1.09292), but is noted a mean of 3.87 and a median of 4.00 which means that respondents appreciate relatively different the importance degree of this course, but it is situated to a higher level (5 – very important). There is a high frequency of responses given by a high degree of importance for all courses (mode value 5 and 4) (See Table 19.1.).

**Table 19. Distribution indicators regarding the most important topics that should be covered in a CSR training course**

		Corporate social responsibility in tourism	Entrepreneurship and innovation in tourism	Culture and heritage in tourism	Sustainable tourism or green tourism
N	Valid	186	187	187	187
	Missing	119	118	118	118
Mean		4.3495	4.3048	4.0535	4.2834
Median		5.0000	5.0000	4.0000	5.0000
Mode		5.00	5.00	5.00	5.00
Std. Deviation		.83273	.89089	.94887	.86751

		Fair trade in tourism	Niche tourism	Accessible tourism	Rural / farm / food tourism
N	Valid	187	187	187	186
	Missing	118	118	118	119
Mean		4.2727	3.9305	4.0535	4.0108
Median		4.0000	4.0000	4.0000	4.0000
Mode		5.00	4.00	4.00	5.00
Std. Deviation		.87095	.98400	.92010	.99180

		Customer service in tourism	Intercultural competencies in tourism	EU policies and political influence
N	Valid	187	187	187
	Missing	118	118	118
Mean		4.3476	4.1979	3.8770
Median		5.0000	4.0000	4.0000
Mode		5.00	5.00	5.00
Std. Deviation		.83088	.86035	1.09292

**Table 19.1. Distribution indicators regarding the most important topics that should be covered in a CSR training course - Frequencies**

<b>Corporate social responsibility in tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	2	0.7	1.1	1.1
	less important	5	1.6	2.7	3.8
	neither important nor less important	16	5.2	8.6	12.4
	important	66	21.6	35.5	47.8
	very important	97	31.8	52.2	100.0
Total		186	61.0	100.0	
Missing	System	119	39.0		
Total	Total	305	100.0		

<b>Entrepreneurship and innovation in tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	2	0.7	1.1	1.1
	less important	7	2.3	3.7	4.8
	neither important nor less important	21	6.9	11.2	16.0
	important	59	19.3	31.6	47.6
	very important	98	32.1	52.4	100.0
Total		187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Culture and heritage tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	1.1	1.1
	less important	10	3.3	5.3	6.4
Valid	neither important nor less important	37	12.1	19.8	26.2
	important	65	21.3	34.8	61.0
	very important	73	23.9	39.0	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Sustainable tourism or green tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	1.1	1.1
	less important	3	1.0	1.6	2.7
Valid	neither important nor less important	30	9.8	16.0	18.7
	important	57	18.7	30.5	49.2
	very important	95	31.1	50.8	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Fair trade in tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	1.1	1.1
	less important	6	2.0	3.2	4.3
Valid	neither important nor less important	22	7.2	11.8	16.0
	important	66	21.6	35.3	51.3
	very important	91	29.8	48.7	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Niche tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	3	1.0	1.6	1.6
	less important	12	3.9	6.4	8.0
Valid	neither important nor less important	43	14.1	23.0	31.0
	important	66	21.6	35.3	66.3
	very important	63	20.7	33.7	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Accessible tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	1.1	1.1
	less important	11	3.6	5.9	7.0
Valid	neither important nor less important	29	9.5	15.5	22.5
	important	78	25.6	41.7	64.2
	very important	67	22.0	35.8	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

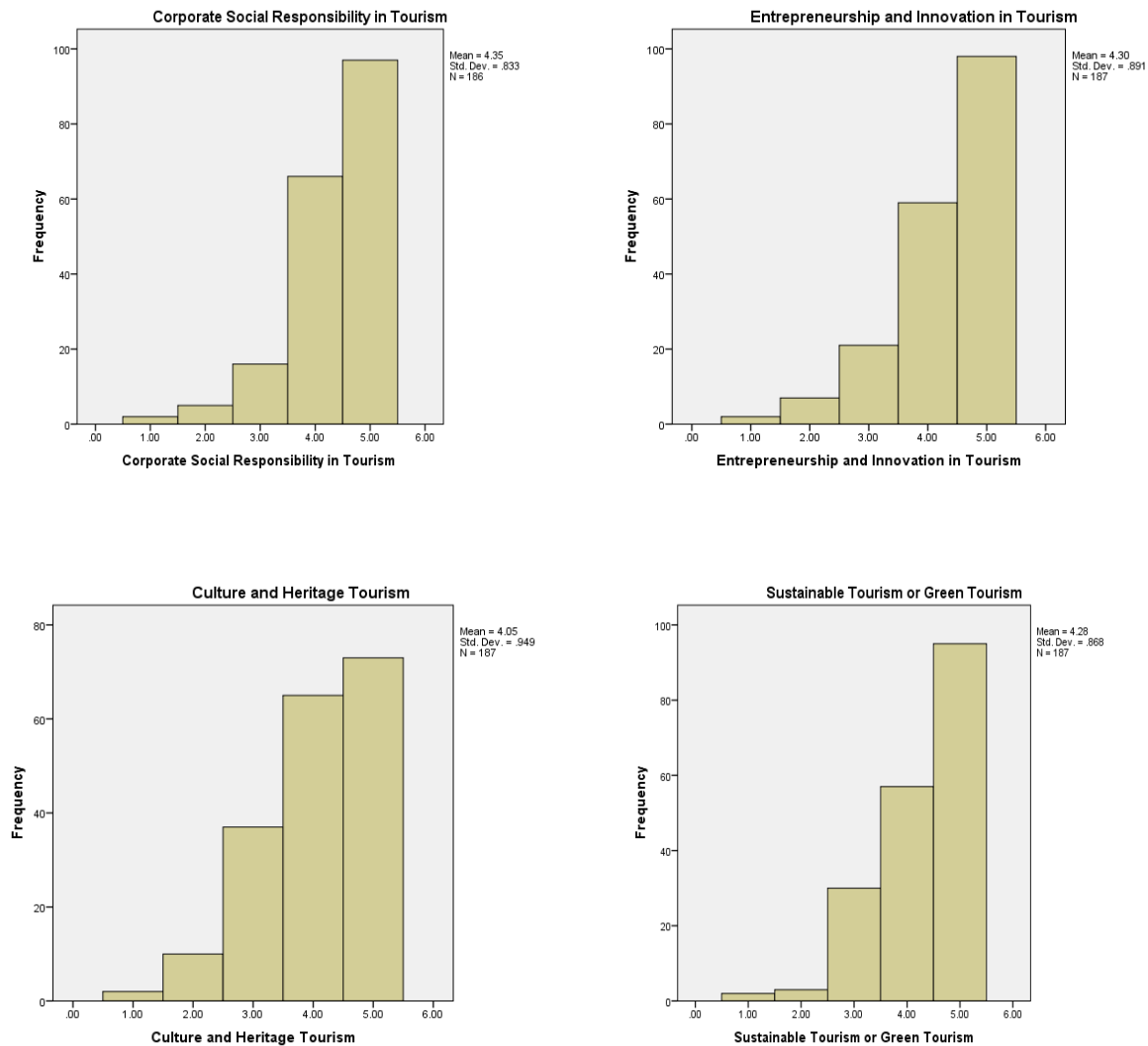
<b>Rural / farm / food tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	1.1	1.1
	less important	15	4.9	8.1	9.1
Valid	neither important nor less important	33	10.8	17.7	26.9
	important	65	21.3	34.9	61.8
	very important	71	23.3	38.2	100.0
	Total	186	61.0	100.0	
Missing	System	119	39.0		
Total	Total	305	100.0		

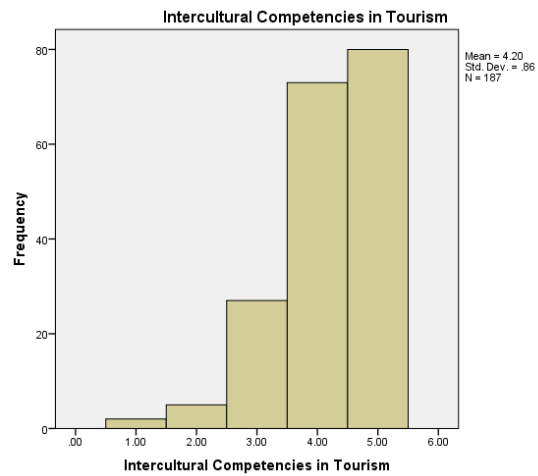
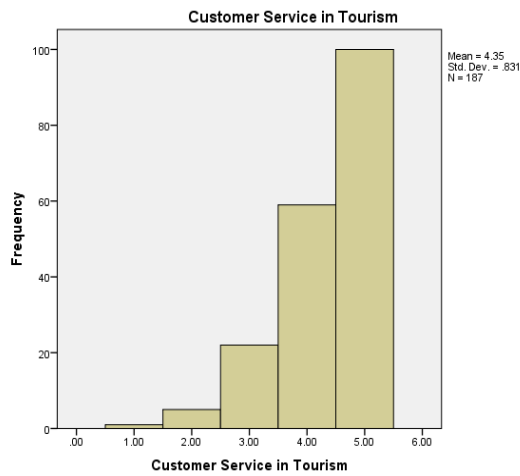
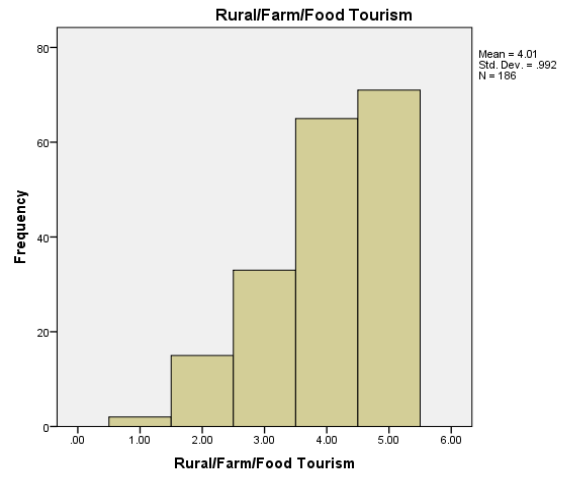
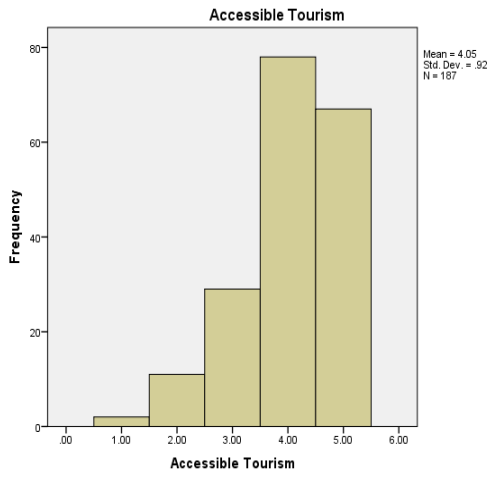
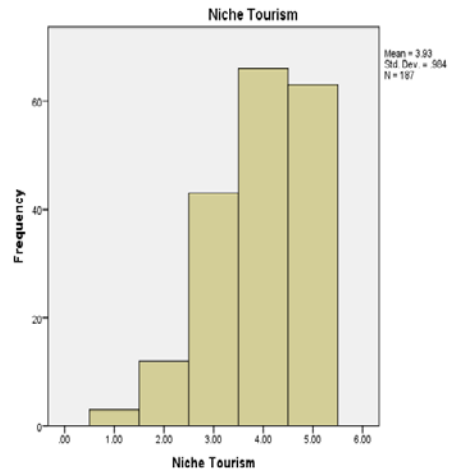
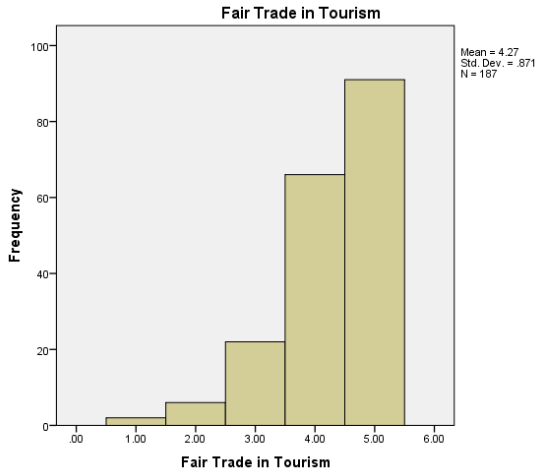
<b>Customer service in tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	1	0.3	0.5	0.5
	less important	5	1.6	2.7	3.2
Valid	neither important nor less important	22	7.2	11.8	15.0
	important	59	19.3	31.6	46.5
	very important	100	32.8	53.5	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

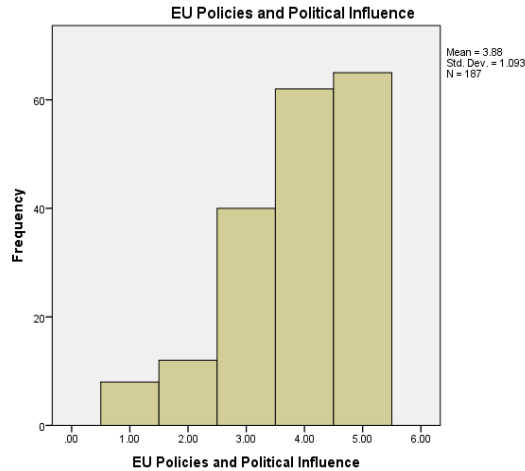
<b>Intercultural competencies in tourism</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	1.1	1.1
	less important	5	1.6	2.7	3.7
Valid	neither important nor less important	27	8.9	14.4	18.2
	important	73	23.9	39.0	57.2
	very important	80	26.2	42.8	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

EU policies and political influence		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not important	8	2.6	4.3	4.3
	less important	12	3.9	6.4	10.7
	neither important nor less important	40	13.1	21.4	32.1
	important	62	20.3	33.2	65.2
	very important	65	21.3	34.8	100.0
Total	187	61.3	100.0		
Missing	System	118	38.7		
Total	Total	305	100.0		

**Figure 19.1. Distribution indicators regarding the most important topics that should be covered in a CSR training course - Frequencies**







**Question 20:** Analysing the important indicators related to the motivation in joining a training course (see Table 20), the most important one was revealed to be helps further actions for sustainable and responsible tourism development (mean 4.32), the other indicators ranking as follows: creates added value for tourism organisations (mean 4.28), creation of value according to intangible concepts such as confidence, ethics or sustainability (mean 4.25), raising the level of competitiveness ( mean 4.24), provides new tools for customer’s needs (mean 4.23), improving social and environmental behaviour (mean 4.22), facilitates relations with the local community of the company (mean 4.19), creation of a unique, differentiated and competitive business model (mean 4.09), receiving a CSR certification and branding (mean 3.98). Respondents granted a high degree of importance for the following motivation when joining a training course: receiving a CSR certification and branding (the median is higher than the mean). In terms of homogeneity of responses, on the first place is the following motivation: helps further actions for sustainable and responsible tourism development (std. dev. 0.75044), which means that, in general, respondents rated the importance of this motivation when joining a training course with 4 (important). At opposite is receiving a CSR certification and branding (std. dev. 1.14193), but is noted a mean of 3.98 and a median of 4.00 which means that respondents appreciate relatively different the importance degree of this motivation, but it is situated to a higher level (5 – very

important). There is a high frequency of responses given by a high degree of importance for all motivations when joining a training course (mode value 5 and 4) (See Table 20.1.).

**Table 20. Distribution indicators regarding the most important motivation when joining a training course**

		Improving social and environmental behaviour	Raising the level of competitiveness	Helps further actions for sustainable and responsible tourism development
N	Valid	187	187	187
	Missing	118	118	118
Mean		4.2299	4.2406	4.3209
Median		4.0000	4.0000	4.0000
Mode		5.00	5.00	5.00
Std. Deviation		.85230	.88041	.75044

		Provides new tools for customers' needs	Creates added value for tourism organisations	Facilitates relations with the local community of the company
N	Valid	187	187	187
	Missing	118	118	118
Mean		4.2353	4.2567	4.1979
Median		4.0000	4.0000	4.0000
Mode		4.00	5.00	5.00
Std. Deviation		.76779	.84140	.84140

		Creation of value according to intangible concepts such as confidence, ethics or sustainability	Creation of a unique, differentiated and competitive business model	Receiving a CSR certification and branding
N	Valid	187	186	186
	Missing	118	119	119
Mean		4.2888	4.0914	3.9839
Median		4.0000	4.0000	4.0000
Mode		5.00	5.00	5.00
Std. Deviation		.78428	.95704	1.08790



**Table 20.1. Distribution indicators regarding the most important motivation when joining a training course - Frequencies**

<b>Improving social and environmental behaviour</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	1.1	1.1
	less important	6	2.0	3.2	4.3
Valid	neither important nor less important	21	6.9	11.2	15.5
	important	76	24.9	40.6	56.1
	very important	82	26.9	43.9	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Raising the level of competitiveness</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	1	0.3	0.5	0.5
	less important	7	2.3	3.7	4.3
Valid	neither important nor less important	28	9.2	15.0	19.3
	important	61	20.0	32.6	51.9
	very important	90	29.5	48.1	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Helps further actions for sustainable and responsible tourism development</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	1	0.3	0.5	0.5
	less important	2	0.7	1.1	1.6
Valid	neither important nor less important	20	6.6	10.7	12.3
	important	77	25.2	41.2	53.5
	very important	87	28.5	46.5	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Provides new tools for customers' needs</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	1	0.3	0.5	0.5
	less important	4	1.3	2.1	2.7
Valid	neither important nor less important	20	6.6	10.7	13.4
	important	87	28.5	46.5	59.9
	very important	75	24.6	40.1	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Creates added value for tourism organisations</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	2	0.7	1.1	1.1
	less important	5	1.6	2.7	3.7
Valid	neither important nor less important	21	6.9	11.2	15.0
	important	74	24.3	39.6	54.5
	very important	85	27.9	45.5	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

<b>Facilitates relations with the local community of the company</b>		Frequency	Percent	Valid Percent	Cumulative Percent
	not important	1	0.3	0.5	0.5
	less important	7	2.3	3.7	4.3
Valid	neither important nor less important	24	7.9	12.8	17.1
	important	77	25.2	41.2	58.3
	very important	78	25.6	41.7	100.0
	Total	187	61.3	100.0	
Missing	System	118	38.7		
Total	Total	305	100.0		

**Creation of value according to intangible concepts such as confidence, ethics or sustainability**

	Frequency	Percent	Valid Percent	Cumulative Percent
not important	1	0.3	0.5	0.5
less important	3	1.0	1.6	2.1
Valid neither important nor less important	23	7.5	12.3	14.4
important	74	24.3	39.6	54.0
very important	86	28.2	46.0	100.0
Total	187	61.3	100.0	
Missing System	118	38.7		
Total Total	305	100.0		

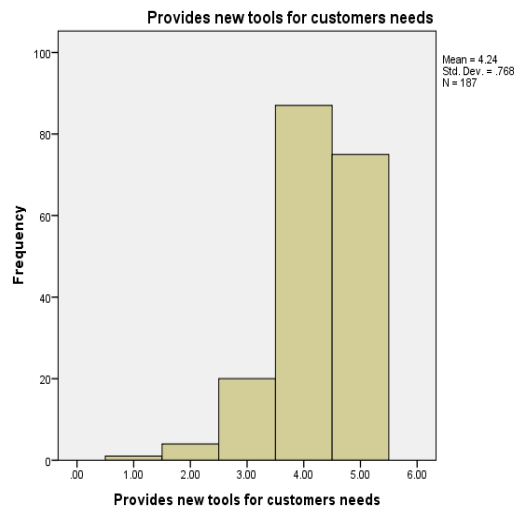
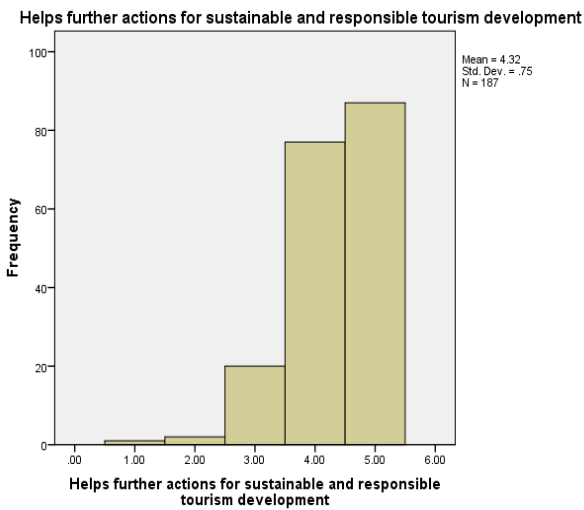
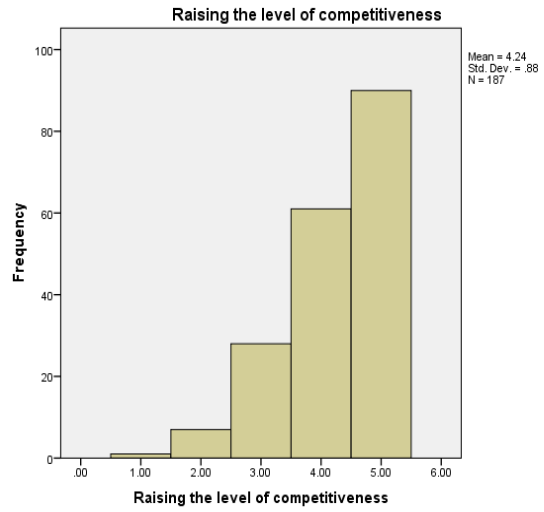
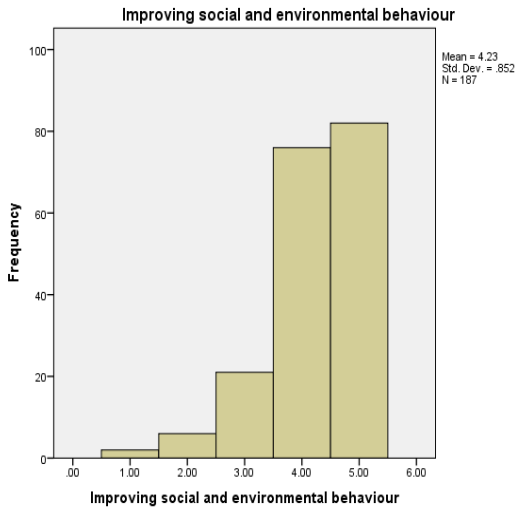
**Creation of a unique, differentiated and competitive business model**

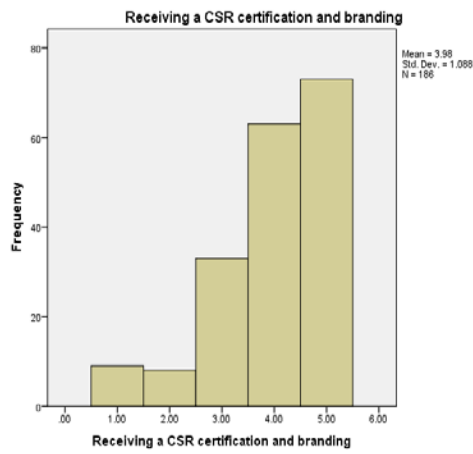
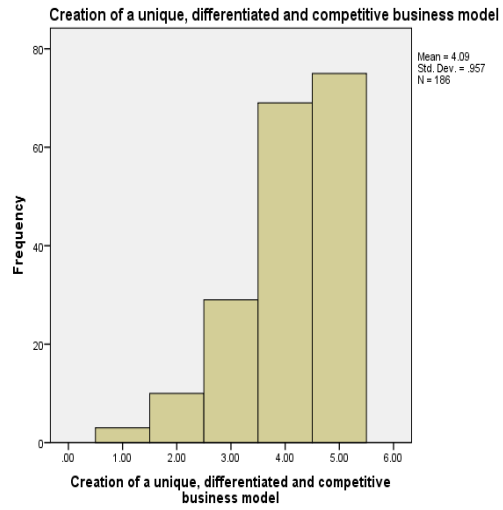
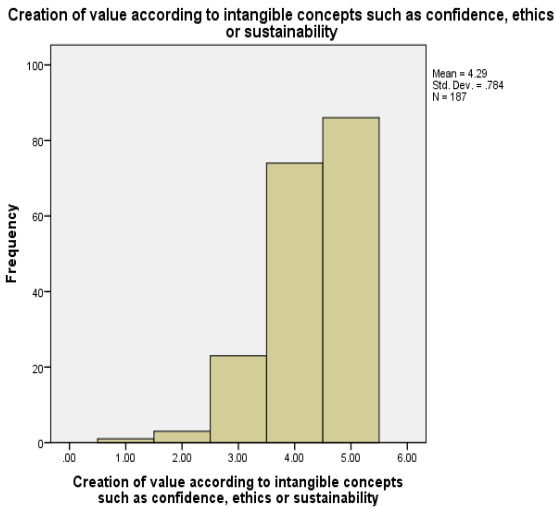
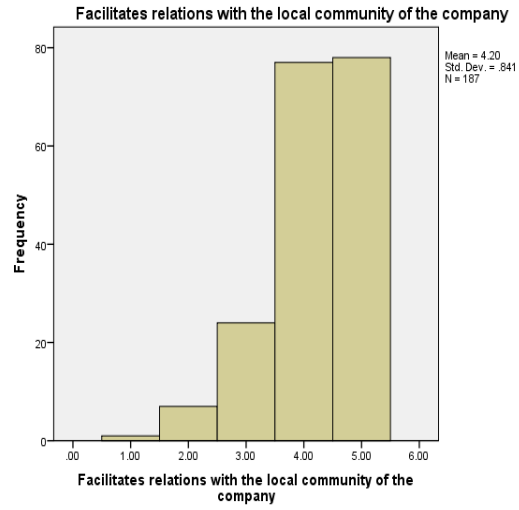
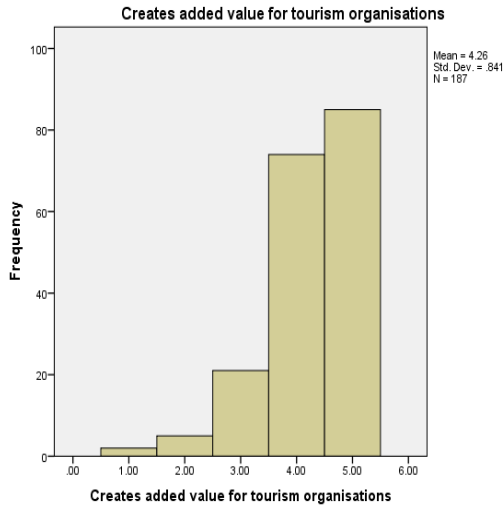
	Frequency	Percent	Valid Percent	Cumulative Percent
not important	3	1.0	1.6	1.6
less important	10	3.3	5.4	7.0
Valid neither important nor less important	29	9.5	15.6	22.6
important	69	22.6	37.1	59.7
very important	75	24.6	40.3	100.0
Total	186	61.0	100.0	
Missing System	119	39.0		
Total Total	305	100.0		

**Receiving a CSR certification and branding**

	Frequency	Percent	Valid Percent	Cumulative Percent
not important	9	3.0	4.8	4.8
less important	8	2.6	4.3	9.1
Valid neither important nor less important	33	10.8	17.7	26.9
important	63	20.7	33.9	60.8
very important	73	23.9	39.2	100.0
Total	186	61.0	100.0	
Missing System	119	39.0		
Total Total	305	100.0		

**Figure 20.1. Distribution indicators regarding the most important motivation when joining a training course - Frequencies**





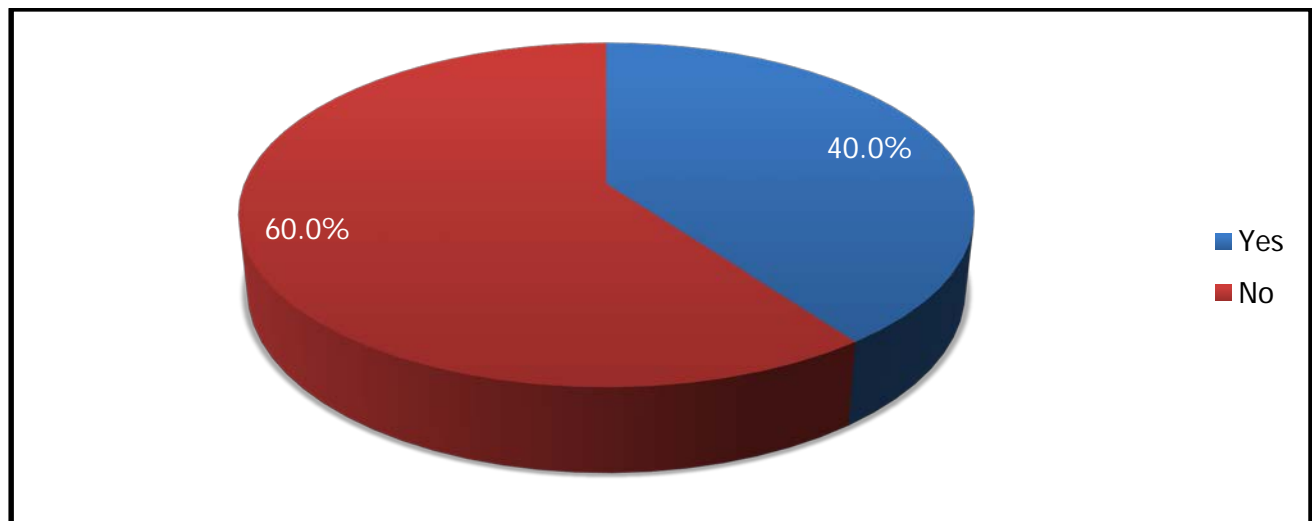
**Question 21: Do you have any budget allocation for CSR in your company?**

40% of the respondents have budget allocation for CSR in their companies, while 60% do not have any budget allocation. This concludes that the majority of tourism enterprises need to be made aware of the importance and benefits of CSR for their operations. Hopefully, this can be achieved by implementing the CSR Training Course for these enterprises. (See Table 21 and Figure 21)

**Table 21. Do you have any budget allocation for CSR in your company?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	74	24.3	40.0	40.0
	No	111	36.4	60.0	100.0
	Total	185	60.7	100.0	
Missing	System	120	39.3		
Total	Total	305	100.0		

**Figure 21. Do you have any budget allocation for CSR in your company?**



## Chapter IV

### CONCLUSIONS

This is further to the distribution of results being analysed, the following **characteristics of the investigated sample are highlighted:**

- The majority of the companies are **private limited** or **sole trader**. Altogether, they account for 74.4% of the total population participating in this sample. In addition, most of the companies are **local** and **international** accounting for 68.9% of the total respondents.
- It is interesting to note that majority of respondents represented **hotel** and **restaurant** sector followed by **travel agents** and **tour operators**.
- As regards to the size of enterprises, **micro** and **small enterprises** represented 80.7% of the total respondents. There was a very small percentage of respondents, 5.6%, representing **large** enterprises.
- There is a similar pattern as regards to the turnover, 87.8% of the enterprises had under **€10 million** turnover and only 5.3% of the enterprises had a turnover of over **€50 million**.

In a context where two-thirds of study participants say that the concept of CSR is familiar, it is interesting that most of those who have chosen predefined response options **define CSR as a company voluntary action to help the community** (the key word is **voluntary**, exactly as this concept described in some European documents).

In pragmatic relationship between implementing CSR and the financial commitment, it is noted that the **concepts of CSR have been implemented by only half of the respondents in their company, but only 40% have any budget allocation for CSR.**

As regards to the vision of respondents on the economic role of companies, the **provision of goods and services, making profit, welfare and economic growth**, in compliance with **ethical** standards are the main reasons. The relation between different dimensions of development, the majority of the respondents are either in **agreement** or **total agreement** that, aside from **profit** orientation, a tourism enterprise should be actively involved in the development of the **communities** where they operate.

On the **role of the company in society**, there are some aspects to underline: **company's reputation, CSR domains, methods used, motivation for CSR, criteria in creating a fair tourism product**. It is apparent from the respondents that for a company to hold a good reputation, **products and services, trust and transparency, values and beliefs** and **financial stability** are of paramount importance. This is followed by **social** and **environmental** responsibility. The sample investigated considers that companies should dedicate **CSR programmes** in the following areas: **research** and **product development, education, environmental protection, preserving art and culture, benefits and employee development** for local **communities**. The usual methods by which companies contribute to society are **specialised support**, through training programmes and know how transfer, **sponsorships, donations** and **employee volunteers**. The motivation for companies to meet the challenges related to CSR, beyond the voluntary principle are to attract and keep good **employees**, public relations **marketing** programmes and **competitive advantage**. The vital criteria in creating a fair tourism product in tourism industry are as follows:

- Paying adequate prices
- Respecting labour standards
- Carefully selecting accommodation
- Involving local communities



- Travelling in an environmentally friendly manner.

Regarding the premises and intent for future CSR programmes, responses are divided. However, almost two of three respondents are in agreement to **participate in a CSR training course**.

A correlation between **“Would you agree to participate in a CSR training course, in order to improve your knowledge about this subject area?”** and **“Which of the following topics should be covered in a CSR training course?”** reveals that over 70% of respondents who want to participate in a CSR training course, consider all topics either important and very important, as shown in table 22 below.

**Table 22.**

Weighting Value	Not important	Less important	Neither important not less important	Important	Very important	Cumulative Weighted Average
	-2	-1	0	+1	+2	
Corporate Social Responsibility in Tourism	1.1% (2)	2.7% (5)	8.6% (16)	35.5% (66)	52.2% (97)	251
Entrepreneurship and Innovation in Tourism	1.1% (2)	3.7% (7)	11.2% (21)	31.6% (57)	52.4% (98)	242
Culture and Heritage Tourism	1.1% (2)	5.3% (10)	19.8% (37)	34.8% (65)	39.0% (73)	197
Sustainable Tourism or Green Tourism	1.1% (2)	1.6% (3)	16.0% (30)	30.5% (57)	50.8% (95)	233
Fair Trade in Tourism	1.1% (2)	3.2% (6)	11.8% (22)	35.3% (66)	48.7% (91)	238
Niche Tourism	1.6% (3)	6.4% (12)	23.0% (43)	35.3% (66)	33.7% (63)	174
Accessible Tourism	1.1% (2)	5.9% (11)	15.5% (29)	41.7% (78)	35.8% (67)	197
Rural/Farm/Food Tourism	1.1% (2)	8.1% (15)	17.7% (33)	34.9% (65)	38.2% (71)	188
Customer Service in Tourism	0.5% (1)	2.7% (5)	11.8% (22)	31.6% (59)	53.5% (100)	252
Intercultural Competencies in Tourism	1.1% (2)	2.7% (5)	14.4% (27)	39.0% (73)	42.8% (80)	224
EU Policies and Political Influence	4.3% (8)	6.4% (12)	21.4% (40)	33.2% (62)	34.8% (65)	164

The topics that participants on such a CSR training course would be interested are given below, in accordance to their responses:

***Essential Topics:***

1. Customer Service In Tourism
2. Corporate Social Responsibility in Tourism
3. Entrepreneurship and Innovation in Tourism
4. Fair Trade in Tourism

***Important Topics:***

5. Sustainable Tourism or Green Tourism
6. Intercultural Competencies in Tourism
7. Accessible Tourism

***Supporting Topics:***

8. EU Policies and Political Influence
9. Rural / Farm / Food Tourism
10. Culture and Heritage Tourism
11. Niche Tourism

On the basis of this conclusion, the framework for the **CSR training course** will be developed at **EQF Level 5**.

## **Module 1: CSR in General, Human Resources and Labour Conditions**

- 1.1. CSR and Sustainability: Really a topic for me?
- 1.2. Human Resources in Tourism: The Needs of (your) Business
- 1.3. Labour Conditions and Employee Relations or: Keeping Good Staff
- 1.4. Investing in People – Beneficial for Business and People

## **Module 2: CSR Related Innovation and Entrepreneurship for Tourism SME's**

- 2.1. Innovation within Tourism and Catering
- 2.2. Entrepreneurship within Tourism and Catering
- 2.3. Application of innovative CSR related activities for SME's within Tourism and Catering
- 2.4. Communication and Promotion

## **Module 3: CSR Issues in Supply and Service Chains in a Fair-Trade Tourism Approach**

- 3.1. Fair Trade Tourism Principles
- 3.2. Fair Trade partnerships between tourism and hospitality investors and local communities
- 3.3. Fair share of benefits for local stakeholders
- 3.4. Communication and Promotion

## **Module 4: Sustainable Accessible, Food and Rural Tourism**

- 4.1. Sustainable Accessible Tourism
- 4.2. Sustainable Food Tourism
- 4.3. Sustainable Rural Tourism
- 4.4. Communication and Promotion

## **Module 5: Public Policies and Labelling in Tourism Sector**

- 5.1. CSR certification and labelling ecosystem within the tourism industry
- 5.2. Strategic options available
- 5.3. Design and manage the implementation task
- 5.4. Communication and Promotion

## **Module 6: Customer Service / Intercultural Competences**

- 6.1. Intercultural competence development
- 6.2. Experience Design: Mapping the customer journey
- 6.3. Experience Design: Create memorable customer experiences
- 6.4. Communication and Promotion

The correlation between “**Would you agree to participate in a CSR training course, in order to improve your knowledge about this subject area?**” and “**What would motivate you to join such a training course?**” reveals that the primary **motivation** of respondents to join such a **CSR training course** would be; to take further action for sustainable and responsible tourism development; to create value according to intangible concepts such as confidence, ethics or sustainability and added value for tourism organisation. The secondary motivation of respondents would be to raise the level of competitiveness; to provide new tools for customer needs; to improve social and environmental behaviour and to facilitate relations with the local community of the company. The least important reasons for motivation would be to create a unique and competitive business model and to receive a CSR certification and branding, as depicted by Table 23.

**Table 23.**

Weighting Value	Not important	Less important	Neither important not less important	Important	Very important	Cumulative Weighted Average
	-2	-1	0	+1	+2	
Improving social and environmental behaviour	1.1% (2)	3.2% (6)	11.2% (21)	40.6% (76)	43.9% (82)	230
Raising the level of competitiveness	0.5% (1)	3.7% (7)	15.0% (28)	32.6% (61)	48.1% (90)	232
Helps further actions for sustainable and responsible tourism development	0.5% (1)	1.1% (2)	10.7% (20)	41.2% (77)	46.5% (87)	247
Provides new tools for customer's needs	0.5% (1)	2.1% (4)	10.7% (20)	46.5% (87)	40.1% (75)	231
Created added value for tourism organisations	1.1% (2)	2.7% (5)	11.5% (21)	39.6% (74)	45.5% (85)	235
Facilitates relations with the local community of the company	0.5% (1)	3.7% (7)	12.8% (24)	41.2% (77)	41.7% (78)	224
Creation of value according to intangible concepts	0.5% (1)	1.6% (3)	12.3% (23)	39.6% (74)	46.0% (86)	241
Creation of a unique, differentiated and competitive business model	1.6% (3)	5.4% (10)	15.6% (29)	37.1% (69)	40.3% (75)	198
Receiving a CSR certification and branding	4.8% (9)	4.3% (8)	17.7% (33)	33.9% (63)	39.2% (73)	183

The delivery of CSR training course must capture various aspects and implications of CSR as highlighted in this report.

Finally, to implement the CSR policies in Tourism SMEs and in the development of the Policy Paper, the following must be take into account:

- Linkage between economic vision and the social vision in relation to the role of a company;
- The main domains of CSR programmes.
- Efficient and responsive methods to deliver CSR programme.
- Motivation for companies to finance CSR programmes.

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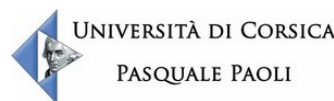
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