

# **Planet, People, Prosperity in Finnish and Dutch Mass Tour Operators Customer Communications**

Ingrit Felkers



<b>Author</b> Ingrit Felkers	
<b>Degree programme</b> Degree Programme in Tourism Management	
<b>Report/thesis title</b> Planet, People, Prosperity in Finnish and Dutch Mass Tour Operators Customer Communications	<b>Number of pages and appendix pages</b> 61 + 3
<p>Mass tour operators, host holiday destinations and tourists have as common interest the preservation of attractive natural surroundings, positive encounters between visitors and the host community as well as welfare for business and society. Sustainable tourism has been presented the past two decades as new concept idea for arranging tourism services and products. The Tour Operators Initiative for Sustainable Tourism Development supported tour operators in the process toward better sustainability in business operations by sharing knowledge and good practices in a pilot project from 2000 to 2014.</p> <p>Mass tour operators' sustainable operations reflected in their site communications are inter-dependent with both the demand side and destinations host suppliers. Dutch and Finnish tourists are introduced with their attitudes and interests in tourism for a better understanding of the communication content of mass tour operators in Finland and the Netherlands. Coastal Mediterranean Europe destinations in Spain and Greece are presented with the current situation and sustainability developments as Planet, People and Prosperity communications are only possible with a certain degree of environmental, social and economic practices at the destination.</p> <p>The thesis studied the integration of sustainability at the Planet (environment), People (socio-cultural) and Prosperity (economic) levels in communications by Finnish and Dutch mass tour operators. The site customer communications of the Dutch mass tour operators TUI (ARKE), Neckermann Reizen and Sudtours Vliegvakanties and Finnish tour operators Finnmatkat, Tjareborg and Aurinkomatkat are explored in a comparative research. The purpose was to study the emphasis balance of the 3P concept in Finland and the Netherlands. The study focused on site communications in customer relations. The communicative elements informing, coaching and sharing as well as sales text have been used in the research for a more holistic insight.</p> <p>Dutch and Finnish tour operators showed equal good consideration in sustainability communications with clear emphasis on the Planet level. The result can be explained by the (multi) national tour operating groups and Initiatives in the tourism industry enhancing exchange of knowledge and good sustainability practices. The communicative element sales needs improvements for being clear Planet, People and Prosperity level communications as text focuses much on the holiday experience in senses with sustainability aspects for own interpretation and understanding.</p> <p>Finnish and Dutch mass tour operators show commitment to the 3P sustainability concept and have taken their intermediary role seriously. Further integration progress depends much of major concerns at the 3P levels: climate change, conflicts, EU crisis.</p>	
<b>Keywords</b> 3P Sustainability, Mass Tour Operators, Communications, Tourists, Coastal Destinations	

## Table of contents

1	Introduction .....	1
1.1	Thesis scope.....	2
1.2	Thesis purpose and inquiry .....	3
2	Sustainable Tourism .....	5
2.1	Levels of sustainability .....	7
2.1.1	Planet: environmental concerns and care .....	8
2.1.2	People: socio-cultural stress and revival .....	10
2.1.3	Prosperity: economic barriers and benefits.....	11
3	Tour Operators Initiative for Sustainable Tourism Development.....	14
3.1	Mass market Tour Operators .....	16
3.2	Dutch and Finnish tourists.....	18
3.3	Destination coastal Mediterranean Europe.....	20
3.3.1	Destination Spain: Sustainability at Mallorca and Mediterranean Costa's.....	23
3.3.2	Destination Greece: Sustainability at Rhodes, Crete and Kos .....	25
3.4	Beach package holidays at Mediterranean Europe .....	27
4	Communication Management in customer relations .....	30
4.1	Travel trade associations SMAL AFTA Finland and ANVR Netherlands.....	31
4.2	Communication of sustainability by informing, coaching and sharing .....	34
4.3	Communication of sustainability in beach package holiday sales text .....	36
5	Comparative study of Planet, People and Prosperity integration .....	39
5.1	Methodology .....	40
5.2	Multinational and national tour operating groups .....	41
5.2.1	TUI (ARKE) and Finnmatkat, part of TUI Group .....	43
5.2.2	Tjareborg and Neckermann Reizen, part of Thomas Cook Group .....	44
5.2.3	Aurinkomatkat, part of Finnair Group.....	45
5.2.4	Sudtours Vliegvakanties, part of Sundio Group .....	45
5.3	Research findings Planet, People and Prosperity.....	46
6	Concluding remarks .....	54
6.1	Research quality control.....	58
6.2	Way forward.....	59
	References .....	62
	Appendix 1. Sales text search screenshots.....	81

# 1 Introduction

Tourism is constantly growing and so are its concerns. This business field has caused in past and present, its share of social, cultural, economic and ecological problems.

(Fien, Calder & White 2010.) This report attempts to get insight into the integration balance of environmental (Planet), socio-cultural (People) and economic (Prosperity) sustainability by mass tour operators in Finland and the Netherlands. The study emphasizes on sustainability communications at the websites addressed to customers.

Chapter two begins with clarifying the term sustainable tourism as it is subject to a multitude of (mis-) interpretations. The part continues informing on the three levels of sustainability: Planet, People and Prosperity. The three pillars of sustainability in tourism are described with occurring positive and negative impacts at environment, socio-cultural and economic levels. Although the emphasis of sustainability in tourism is often on environmental issues, the dimensions People and Prosperity are equally important to establish a proper balance in sustainability in tourism.

Chapter three tells about the Tour Operators Initiative for Sustainable Tourism Development (TOI), an international network of tour operators sharing knowledge and good practices in sustainability in a pilot project from 2000 to 2014. The international network stimulated to collaborate with destinations as well as tourists to inspire and co-act on sustainability in tourism. Finnish and Dutch tourists are considered here with current attitudes and interests in tourism, followed by concerns and recommendations for better sustainability at coastal Mediterranean Europe destinations. The end of this chapter tells the present situation, sustainability initiatives and practices at the large scale holiday destinations Mallorca, Costa del Sol, Costa Blanca resort Benidorm and Costa Dorado resort Salou in Spain and Greek islands Crete, Rhodes and Kos.

Chapter 4 describes communication management processes in the tour operating business. The supportive role in the sustainability process of travel trade associations SMAL AFTA in Finland and ANVR in the Netherlands are outlined here. The part proceeds by defining the communicative elements used in the research: informing, coaching, and sharing. It ends with matters for consideration in the Planet, People and Prosperity study of the sun-sea-beach package holidays sales text.

In chapter 5 the comparative research and methodology are reported. The part gives a short insight in the sustainability policy of the multinational groups TUI and Thomas Cook and national groups Finnair and Sundio after which the studied national tour operators are

introduced: Dutch TUI (former ARKE), Neckermann Reizen, Sudtours Vliegvakanties and Finnish Finnmatkat Oy, Tjareborg Ltd and Aurinkomatkat Oy-Suntours Ltd. The sustainability communications findings at Planet, People and Prosperity level of the six Finnish and Dutch mass tour operators are here presented with the communicative elements informing, coaching, sharing and sales text for each tour operator.

The final chapter discusses the findings and wraps up with suggestions towards a holistic integration of the three sustainability levels in the site communications of mass tour operators in customer relations.

## **1.1 Thesis scope**

According Swarbrooke and Horner (1999, 207) there are differences in the level of concern in sustainability issues in tourism between countries. This hypothesis has stimulated to do a study on environmental, socio-cultural and economic sustainability in tourism connected to mass tour operators in Finland and the Netherlands. The compared countries Finland and the Netherlands have in common sound extensive environmental systems, democracies with human and equal rights and good welfare level. Though Finland and the Netherlands are very comparable, the countries differ in distinct cultures expressed in ways of communicating.

The thesis aims to investigate the websites communications of Finnish and Dutch mass tour operators on the integration of the sustainability levels Planet (environment), People (socio-cultural) and Prosperity (economic). The thesis examines and compares the Finnish mass tour operators Finnmatkat Oy, Tjareborg Ab and Aurinkomatkat Oy- Suntours Ltd Ab and the Dutch mass tour operators TUI (former ARKE), Neckermann Reizen and Sudtours Vliegvakanties. Focus is on the mass tour operators' website communications of the three sustainability levels in customer relations.

Mass tour operators depend for the planning and selling of tourism products largely on host suppliers at the holiday destinations. Coastal Mediterranean destinations are explicitly part of the tourism services and products offered by tour operators. Destinations are therefore integrated part of the report with sustainability developments at the island Mallorca, Costa del Sol, Costa Blanca holiday resort Benidorm and Costa Dorado resort Salou in Spain and the Greek islands Crete, Rhodes and Kos introduced. The term resort means in the thesis an urban area near the coast, specialized in leisure tourism supply (Weaver & Lawton 2010, 402). The choice is motivated for the coastal destinations popularity amongst Finnish and Dutch tourists for decades and their mutual high volume beach

holidays characteristics. Dutch and Finnish tourists are part of the scope as mass tour operators plan and design their package holidays around the desires of the tourism customers. The sustainability communications can only be understood with knowledge of the demand side group.

Table 1: Finnish and Dutch Mass Tour Operators and Destinations in research

<b>Mass Tour Operators in research</b>	<b>Destination Spain</b>	<b>Destination Greece</b>
<b>Dutch</b>		
<b>TUI (ARKE) TUI Group</b>	Mallorca, Costa del Sol, Costa Blanca Benidorm	Rhodes, Crete, Kos
<b>Neckermann Reizen Thomas Cook Group</b>	Mallorca, Costa del Sol Costa Blanca Benidorm	Rhodes, Crete, Kos
<b>Sudtours Sundio Group</b>	Mallorca, Costa del Sol Costa Blanca Benidorm	Rhodes, Crete, Kos
<b>Finnish</b>		
<b>Finnmatkat TUI Group</b>	Mallorca	Rhodes, Crete, Kos
<b>Tjareborg Thomas Cook Group</b>	Mallorca Costa Blanca Benidorm	Rhodes, Crete, Kos
<b>Aurinkomatkat Finnair Group</b>	Costa del Sol Costa Dorado Salou	Rhodes, Crete, Kos

The table shows an overview of the studied Finnish and Dutch mass tour operators with tour operating groups and researched sales destinations for each tour operator.

## 1.2 Thesis purpose and inquiry

The study attempts to get insight in the integration progress of the Planet, People and Prosperity in sustainability communications by Finnish and Dutch mass tour operators with as main research question:

- How are the sustainability levels Planet, People and Prosperity integrated in the websites of mass tour operators in Finland and the Netherlands in customer relations?

The following sub questions are explored to clarify the central inquiry:

- How sustainability communications are expressed in customer relations by Finnish and Dutch mass tour operators considering the communicative elements informing, coaching and sharing with emphasis on Mediterranean Europe beach holidays?

\_ How Planet, People and Prosperity sustainability are mentioned in the sales text of sun-sea-beach package holidays to destinations Mallorca and mainland Costa's in Spain and the Greek islands Crete, Kos and Rhodes?

-What similarities and/or differences exist between Finnish and Dutch mass tour operators in the integration of Planet, People and Prosperity sustainability communications in customer relations?

The purpose is to find out the integration balance in website communication of Planet, People and Prosperity sustainability levels by Finnish and Dutch mass tour operators with possible similarities and/or discrepancies. The research is further divided in the communicative elements informing, coaching and sharing in customer communication. Additionally the mass tour operators' site selling texts of sun-sea-beach package holidays by air transport at beach destinations in Greece and Spain are explored.

The research is conducted in the native, main languages of both countries Dutch and Finnish. The comparison is made at the websites for its Planet aspect: it saves paper prints, trees and the environment.

Personal interest in sustainability in tourism has been spirited by working experience in the tour operating and travel transport field in both the Netherlands and Finland. The sustainable tourism topic has been further of personal importance in essay and course choices throughout the study at Haaga-Helia University of Applied Sciences. In addition own travel experiences and encounters at holiday destinations as a tourists arose further questioning on sustainability developments in tourism. This background interest and curiosity on actual practical sustainability implementations in continuous EU crisis time led to the decision to do a research on the integration process of sustainability in the tour operating business in both countries.

The research may be of interest for businesses in the tourism industry as it stimulates to responsible partnership and might animate to new initiatives in sustainability developments in tourism.

## 2 Sustainable Tourism

The western European increase of wealth, vacation days with holiday wage have led to a rapid growth of the tourism industry from the 1960s onward. The additional fast developments of affordable air transport and hotels created holiday destinations for large crowds in the Mediterranean region. The mainly uncontrolled operational practices caused to an increasingly extent negative impacts on natural surroundings and host communities at the holiday destinations. The concept of sustainability is thus actually rooted in a crisis in welfare management. These problems, especially on environmental level, got much public attention in the 90ties of the last century, with as result demand for better sustainability in tourism from forerunners in the tourism industry. (Kibert, Thiele, Peterson & Monroe 2012, 13.)

The translation from words into actions has remained slow, despite the raising interest of the tourism industry in the sustainability idea the last two decades. One of the reasons is a multitude of interpretations (NBTC NIPO research 2010), depending largely on the perspective taken. Some see the many definitions for sustainability as both a blessing and a curse. It has something for everyone. ( Kibert & al. 2012, 13.) The most common opinion of sustainable tourism however still refers to the counterpart of mass tourism: small scaled tourism, emphasizing the natural carrying capacity of the environment (Kelola & Kalmari 2009, 13).

In the context of this thesis the best fitting description for the supply side stakeholders' mass tour operators and host destination entrepreneurs would be holidays that safeguards and at best strengthens the environment, brings wellbeing for host community with respect for local culture and is beneficial for the local economy at the destination, overall adding value to the holiday experiences of visitors. The essence of sustainable tourism is here on the protection and continuous care of natural surroundings, host community and fair share of profit between tourism businesses. (EC 2007, 2.)

The term sustainable tourism has a bit different meaning for the demand side, the tourist. The most appropriate definition in the thesis context is a quality holiday experience, enjoyment with care of the natural environment and its flora and fauna, friendly encounters with the host community in respect for their customs and traditions to ensure the possibility to return for another holiday at the destination. (ANVR a.)

Traveling is all about exploring different cultures and landscapes (Jänis 2012). The drivers of mass tourism demand at the Mediterranean region are scenery (beauty of landscapes,



beaches), heritage (historical sites, local architecture and art traditions) and climate (stable warm, sunny weather) (European Union 2006, 16). Tour operators, host community and tourists are in addition dependent of the natural resources and social stability at holiday destinations (MVO Nederland 2014a, 5).

The fast growth of tourism worldwide has accumulated rapidly economic, cultural and environmental problems and damages. There is however no tourism without travel, accommodation and entertainment (Responsible Travel). Facts and figures on damages and problems have made the tourism industry to react and try to reduce their negative business impacts. Tourism transport is known to cause at least 50% of carbon dioxide emissions with still air carriers being most polluting. Air and road transport exhausts fossil fuels, produces air pollution and finally contributes to the greenhouse effect, resulting in acceleration of climate change. Accommodation brings about 30% of CO<sub>2</sub> output with hotels having the highest energy consumption (e.g. air conditioning, heating systems). Besides energy use the environmental impact is also due to water consumption, waste production management and impact on nature. Recreational activities and excursions offered during the holidays can have negative impacts on humans, animals and nature when experienced without respect and care. (MVO Nederland 2014a, 1.)

Many European airlines have taken up their share in the search and use of cleaner alternative to aviation fuel, reducing carbon dioxide exhaust. The increase of travellers however requires more air traffic. At present tourism hardly can be called sustainable, but 10% of the world's population depends on the tourism industry. (Responsible Travel.) The idea of sustainable tourism is up till now much work in progress and will be in this thesis referred to as sustainability in tourism.

Already in 2006 the European Union (25) recognized that the future of the tourism industry may be in danger if the growth is badly management. The governmental stakeholder urged then to take sustainable tourism management seriously or otherwise sustainability in tourism would not be a challenging opportunity, but a necessary option.

Sustainable developments in tourism is a complex, challenging task as environment and society are not static matters, but change over time due to new knowledge and developments. Basically sustainability in tourism is development of practices, processed continuously. Common goal in sustainability in tourism is an ideal situation enabling the tourism industry to do business and tourists to enjoy other cultures and environments by taking responsibility for their actions (GSTC 2015).

Tour operators have a strong ability with their way of communication to lift the sustainability awareness in tourism issues, encourage participation of hosts at the destination and tourism consumers in the sustainability progress. Transition to sustainable tourism as mainstream business can be supported by tour operators, demonstrating the economic, environmental, and socio-cultural benefits of the idea in their communications. (TOI 2005, 8.) Even small changes toward sustainability in tourism can have important impacts (UNEP a). Credible and understandable communication management addressed to tourism customers can bring small positive shifts in attitude and behavior, aiding sustainability in tourism.

## **2.1 Levels of sustainability**

The core idea of sustainability is wellbeing and welfare, enhancing the quality of life for the stakeholders directly involved in tourism (Cavagnari & Curiel 2012, 268). Stakeholders are individuals, businesses and organizations with interests in the business processes in tourism (GSTC 2015). The key stakeholders in sustainability in tourism are tourism suppliers, host community, tourists, governmental authorities, media, experts, pressure groups and the voluntary sector (Swarbrooke 2002, 17). The thesis will focus on the position of the first three mentioned.

The three pillars of sustainability in tourism are environmental quality, human mutual respect and economic security. These care dimensions form the basis of the study:

- \_ Planet –care for environment and biodiversity
- \_ People – care for human interaction within the socio- cultural surrounding
- \_ Prosperity (former Profit) – care for fair income share and welfare

Environmental, socio-cultural and economic sustainability are also called the triple bottom line or the 3Ps concept (Cavagnaro & Curiel 2012, 2, 158).

The three- legged model is formed by the three sustainability principles: ecology, society and economy. The stool metaphor pictures the levels of sustainability framework in a clear, understandable way. The image of the three- legged stool means that for sustainability in tourism to function properly, the legs must be of equal length. In other words: the pillars need to be in balance otherwise the basis will be shaky. (Kibert & al 2012, 23.) The three sustainability levels are closely interlinked with change in one of the levels directly influencing on issues at the other two levels (Cavagnaro & Curiel 2012, 36). The triangle dimensions are dependent upon each other: the prosperity of society and economic are closely linked to the planet's ecological system. In reverse, the environment needs respectful attitudes and acknowledgment for its central role to flourish. (Kibert & al 2012,

23.) The metaphor shows clearly the interdependency of the three levels people, planet and prosperity. Focus on just one or even two of these three elements will cripple the process of sustainability in tourism, the places it protects and the jobs it creates. (WTTC 2013, 7.)

An important element of sustainability in tourism is the carrying or bearing capacity of holiday destination. Tourism turns out to have negative impacts when the level of tourists is greater than the environment or society is able to cope without damages. Badly managed, conventional tourism can cause overload at the holiday destination causing harming situations on the Planet and People level. (UNEP a) Tour operators function as intermediary between tourists and tourism businesses at the holiday destination. That gives them the potential to influence the choices of customers as well as the practices of the host suppliers and developments within the destination. They have the capability to contribute to protection of the environment and culture just as to cultivate social and human right standards. (Travelife 2012a, 1.)

Autumn 2015 the United Nations has extended the 3P levels to a 5P concept by adding Peace and Partnership to ensure solid balance. The Peace level fosters a society to be free of fear and conflicts, allowing equal rights and justice for all. Partnership emphasizes the essence of stakeholders joining forces to stimulate transfer to full integration of sustainability globally in 2030. The latter two Ps will not be handled further in this thesis, but are largely interconnected to the Planet, People and Prosperity dimensions. (UN 2015.)

### **2.1.1 Planet: environmental concerns and care**

The environmental dimension has got raising public attention with focus on effects of chemicals in agriculture, deforestation, oil pollution, climate change and energy and resource costs and its finite use (Hall, Gössling & Scott 2015, 30). Especially climate change is an ongoing debate issue as it creates changes in water availability, biodiversity loss, and decline in landscape attractiveness, increased natural hazards and coastal erosion (UNEP b). Melting glaciers and polar ice is raising the sea level and are threatening coastal areas with floods. Coastal and island destinations which attract many tourists are particularly vulnerable and the first to be attacked by the sea. Climate change is predicted to cause increasingly natural weather disasters like floods, wildfires, heat waves with long periods without any rainfall. This can have severe damaging impact on tourism flows and with it on the local tourism industry. Out of fear for extreme high temperatures and water shortage tourist might decide to visit more moderate temperature and safer destinations. (UNEP c.)

The inseparable link between Planet, People and Prosperity are clearly visible here as these impacts have serious consequences socially and economically to the local community. Weather extremes, such as heavy rainfall and extreme high temperatures with drought are out of control of the tour operator (Swarbrooke & Horner 1999, 245), but it has direct effect on the sun-sea-beach holiday experiences and satisfaction of tourists.

Stress on natural resources, in particular water and energy, can occur in densely visited coastal Mediterranean Europe and areas islands with the peak season of visiting tourists being in warm summer time when there is a higher risk for hot weather with long dry periods (European Union 2006, 90). Multiplied tourist demands are put upon local water and energy resources for hot water, air conditioning or heating to fulfil the requirements of a good holiday experience (UNEP b).

The growing tourist population and changing holiday trends puts increasingly pressure on land use. The tourism industry requires space in attractive surroundings for infrastructure, accommodation, leisure facilities and recreational activities. (MVO Nederland 2014a, 8.) The natural beauty of a destination can be destroyed by overdevelopment with nature being cleared away, diminishing the living space of fauna and flora. Positive side of tourism on the Planet aspect is that areas with scenic touristic value are often legally protected and preserved from other forms of development because of their potential to attract tourists (UNEP a). Above that local authorities are more willing to invest in renovations of towns and areas at the destination to make them maintain or regain attractiveness. Nature can be revived by planting of trees and flowers to increase their visual appeal to visitors. (Davidson 1992, 126.)

Visual pollution occurs when new constructed leisure facilities are in disharmony with natural features or local architecture at the destination. Air pollution is caused not only by air transport, but also buses leaving their motors running while tourists are out on excursions and want to return to a cool air conditioned bus after their activities. (UNEP b).

Recreational activities at the sea shoreline with speed boats, water scooters create noise nuisances as well as beach and sand dune shore erosion (TOI 2005, 11). Another problem has been the import of plants and animals, which do not belong to the local eco system and can have a devastating impact on regional flora and fauna (Fennell 2006, 6).

The tourism industry should observe the three values of the environment for balanced destination management planning. The financial value is the most obvious as the natural environment provides a source of income for many tourism stakeholders e.g. tour opera-

tors, local tourism businesses and recreational services. The economic value delivers welfare for the local destination, direct or indirect. The economic benefits are community based, such as value increase of real estate, possible drinking water source, use of the nature areas products, leading to general local prosperity. Equal important is the intrinsic value of the natural environment, meaning a flourishing biodiversity and ecosystem in the area. The nature area has an important role as it can be a barrier preventing natural disasters, is a source for fresh air and location for leisure time activities. (Broek van den 2012.)

The care measures for sustainable use of nature and scenery should not be seen as preventing economic gain, but rather as strengthening the destination image (Naturefriends International 2011, 6). The local community contributes to the conservation of their natural and cultural surrounding when the hosts realize the environment to be an important source of income (Kalmari & Kelola 2009, 8).

Well-informed tour operators are sensitive to the increasing pressure on fragile, relatively undisturbed regions and the problems tourists can cause into these areas (Davidson 1992, 128). This has led to a growing pressure for a transition to less resource intensive practices (Cavagnari & Curiel 2012, 101).

### **2.1.2 People: socio-cultural stress and revival**

The people dimension is formed through human interaction. People create tourism supply and demand. They are the very core of business. Nevertheless the social dimension has been given less attention than the environmental level. Socio-cultural impacts in tourism happen generally slow, in an ordinary, hidden manner and are on top intangible. (Swarbrooke 2002, 69.)

Culture gets its shape when a society expresses their values and habits in e.g. architectural building constructions, religious traditions, local culture and events and local dishes and beverages. The local community people make their culture over time as an integrated part of their own society. The people level in tourism has also brought (re)discovery of national identity (MVO 2014, 2.) e.g. when customs are revived and monuments restored because of tourist interest. The tourists' curiosity and appreciation in indigenous arts and products can bring about a boost in the local production. It generates the commercializing of local crafts and products, which is beneficial on the economic sustainability level (Fennell 2006, 6). The host community might get renewed appreciation in it's their cultural her-

itage when tourists visit regional song, dance and other performing arts. (Davidson 1992, 126.) and above it bringing employment and income to the local community.

The opposite, a feeling of degradation and devaluation of the own culture heritage occurs when it becomes separated from the inhabitants life through exploitation. The popularity of certain cultural traditions carries the danger to become static, if they become over adapted to suit visitors' expectations. (Davidson 1992, 126.) Another impact of tourism might be a loss of traditional values and a uniformity of culture (Fennell 2006, 6).

It is furthermore argued that cultural aspects and contacts, organized for tourists stay superficial or are even non-existent. In reverse, it relieves stress on the local community, which would occur if there would be frequent contacts with tourists in their daily activities and celebrations. The host society can feel offended when their privacy and authenticity is trespassed in high- or inappropriate interaction with tourists. This can cause tensions between the local population and visitors. (Selänniemi 1996, 234.) The attitude of local residents towards tourists can vary from hospitality with a welcoming, open attitude or to anti-tourist feelings, when a 'tourists go home' attitudes arise. At best tourism stimulates tolerance and respect between tourists and host culture. (UNEP d.)

Despite the negative impacts mass package holiday is still preferred by the community for its large volume and linked economic benefits (Weaver 2006, 58). The host community benefits from tourism as it brings educational opportunities at all levels with professional training. Schooling first of all uplifts the quality of service, but international major tour operators have good chance to influence good working conditions and fair pay. Tour operators can make an important contribution as the tourism field in Mediterranean Europe is usually highly seasonal, employs a high number of youth and women in low paid jobs. (Naturefriends International 2011, 7.)

### **2.1.3 Prosperity: economic barriers and benefits**

The economic attention has been since long on growth, using the planet and people for personal benefit. Businesses and people are encouraged competing for ever higher profits. ( Andrews & Urbanska 2010, 178.) Positive aspect of a growing economy is an increase of people's income with a tendency to spend it on travelling (UNWTO 2015a, 15).

The economic impact of tourism can be a source of income or revenue leak to multinational businesses. In all-inclusive package holidays up to 80% of the tourists' revenues might return to multinational tour operating groups, international owned hotel chains and

airlines (UNEP e). It may be also that prosperity created by tourism benefits only a small area of the country or the local elite (MVO Nederland 2014a, 2). Lastly profits for the destinations hosts might diminish with the expensive importation of luxury goods and materials to build and equip facilities while servicing the needs of tourists (Davidson 1992, 126).

The visit of a large number of tourists even though for only part of the year needs the construction of all necessary logistics at the holiday destination such as transport infrastructures, accommodations, leisure facilities, sanitary equipment and waste processing plants. These investments may be a substantial part of the domestic governmental budget, which in turn can reduce governmental spending on national education or healthcare. (UNEP e.) Holiday premises as well need regular maintenance and improvement (European Union 2006, 26).

Economic sustainability promotes a fair share of revenue in tourism, proper wages and working conditions to local stakeholders, who contribute their land, resources, labour and knowledge to tourism (Fair Trade Tourism 2015). The packaged holiday need to have an adequate profit margin to enable fair share of revenue among mass tour operator and destination tourism suppliers. Moreover, tourists spend their money in the holiday area, providing income to local businesses, contributing to the regional and national economy. Tourism is labor intensive and offers a wide range of employment opportunities at all educational levels. Small size businesses generally need low startup costs. Employment is in particular of importance for women as they benefit with financial independence, enhancing equal rights. (TOI 2011a.)

The planning of the package holiday by contracting locally owned accommodation, regional ground transportation and recreational activities helps the welfare of the society. Tour operators sharing their business operations revenue in negotiation with the host entrepreneurs support the economy of the local society. Employment opportunities reduce migration from in particular young and educated population at a destination (Fennell 2006, 6).

Accountability has gained ever more importance the past decades. Economic impacts of tourism have the advantage that they are specific, measureable and most easily controlled. A sound economic society has as positive aspects that it constructs a foundation for profitable businesses with employment, income and room for investments. People living in such societies are generally willing to view the environmental and socio-cultural aspects in tourism. (McManners 2008, 30.)

The sustainability stool remains stable when the positive and negative impacts are distributed evenly. Unbalance occurs when focus is placed too much on one of the Planet, People and Prosperity levels, undermining the protection of destinations and host community and with it the long term sustainability of Travel and Tourism. (WTTC 2013, 7.)



### **3 Tour Operators Initiative for Sustainable Tourism Development**

Progress towards better and more sustainability in tourism has been criticized for being fragmented and slow. Tour operators are often portrayed as solely concerned with their profits and short term perspectives. The tourism industry is looked at not taking sustainable issues enough in account. These comments have made stakeholders in the tourism industry take action on sustainability in tourism. (Swarbrooke 2002, 104-105.)

In 2000, several multinational tour operators joined forces in a network and launched the independent, non-profit platform Tour Operators Initiative for Sustainable Tourism Development (TOI). The main idea behind the pilot project has been to function as a forum to share knowledge and good practices on sustainability issues, moving sustainability matters in tourism from wishful thinking to integral part of the tour operators' operations. (TOI 2011b.)

TOI members agreed to work according the three foundations of the networks' Statement of Commitment:

- Strive to integrate sustainability at environmental, sociocultural and economic level into the corporate management of tourism businesses
- \_Recognition to be important intermediaries between destination stakeholders and customers, enforce sustainability in tourism with the design and operations of holiday tours accordingly
- Create public awareness and involve in customer communication (TOI 2011c.)

The mission of the Initiative has been to consider the levels of sustainability Planet, People and Prosperity when constructing a holiday package, inform and coach the customer along the sales process from orientation to holiday memories (TOI 2011d). TOI membership obliged to establish a corporate plan on sustainable tourism, reporting on actions and progress (Wijk van & Persoon 2006, 383). The Initiative stimulated member tour operating businesses to inform branch colleagues on their sustainability strategies and actions. (TOI 2011b.)

Tour Operators Initiative members realized the strong link with the destination hosts and wished to carry out in cooperation the degradation of cultural and natural environments by minimizing the negative effects tourism can cause. TOI network tour operators' members dedicated themselves to improve the quality of the tourism experience for tourists, guaran-

tee the package product quality for customers, and safeguard holiday opportunities also in the years to come. (TOI 2011e.)

The TOI network realized that they have a unique position in the tourism chain, constructing with host destinations sun-sea-beach packages to sell to common customers, the tourists. They noticed the opportunity to raise awareness and understanding with tourists on the matters concerning the three levels of sustainability in tourism. Simultaneously TOI has realized that communication to customers of sustainability issues at mass tourism coastal destinations can only be credible with the existence of sustainable developments at the holiday location. This implies cooperation with the destination. TOI has encouraged tour operators to support destination authorities and host businesses in sustainable decision making and engage in charitable activities. (TOI 2005, 13.) This support and engagement will be part of the communicative sharing element at the relevant sustainability level when mentioned to customers.

The TOI members have been stimulated to play a central role providing potential tourists with information on responsible behaviour and sustainability issues at the holiday destination (TOI 2011e.) Tour operators were advised to help raise consumer knowledge of sustainable issues on the three levels by buying local products and use of services, respecting local cultural norms and customs and coach on good conduct in the natural surroundings of the holiday destination. (TOI 2005, 13.)

The Tour Operators' Initiative has displayed willingness to act and support transfer to sustainability in tourism in response to negative influences of touristic activities. TOI realized that sustainability developments in tourism are work in progress, with continuously new challenges needing modifications along the process (TOI 2003, 7).

The Tour operators Initiative for Sustainable Tourism Development merged with the Global Sustainable Tourism Council (GSTC) at the end of 2014 (TOI 2011d). GSTC is an international organization with as goal the distribution of common knowledge and understanding concerning the three levels of sustainability Planet, People and Prosperity. The Global Sustainable Tourism Council requires as minimum standards to fulfill in communication management by tour operators in customer relations. The main points are reliable and accurate promotional information including sustainability claims, and the avoidance of text promising more than can be delivered. Finally tourism customers ought to be coached in responsible and respectful holiday behavior. (GSTC 2012, 3-5.)

These two initiatives are part of a new integration trend which can be seen as a response to the fragmentation tendency. The trend taps into the present circular society and economy with an increasing interest in sharing and participation. GSTC continues in the role of intermediary and supporter of sustainable issues in tourism, but will not be handled further in this thesis.

### **3.1 Mass market Tour Operators**

The chapter continues by introducing the three main stakeholders in this thesis: mass tour operators, Finnish and Dutch tourists and destinations at coastal Mediterranean Europe. Central in the tour operating business are the practical and communicative interactions between tour operators, host community at the destinations and tourists (Hall & al 2015, 257). Sustainability in tourism can only be established if tour operators, host destinations and tourists are aware that Planet, People and Prosperity are inseparable connected and have the will to take action (Swarbrooke 2002, 157).

Mass market tour operators plan and sell high volume package holidays to tourism customers. The package consists usually of outbound transport per flight, bus or car to a (popular) holiday destination, transfers from airport to contracted accommodation v.v. ex- or included food and beverages, excursions and entertainment. The negotiation position of major tour operators is fairly strong, as they make estimations on high volume occupancy for travel transport companies and accommodation suppliers. As a result, the package holiday fares can be offered at a reasonable price level, affordable for the vast majority of vacationers. (Weaver 2006, 76.)

Tour operators are generally highly criticized in the literature. The tourism industry is often pictured as dominated by a small number of large multinational tour operating businesses to negotiate the lowest possible price. (Weaver 2006, 76.) International owned major tour operators usually own hotel chains and offer excursions by own busses, which leads to money flow back to prosperous countries (Kalmari & Kelola 2009, 54). The revenue share for the host entrepreneurs at the destination are such reduced, forcing for low wages for local personnel which can easily lead to neglect of sustainable practices. Tour operators keep the profit margins low to stimulate high volume sales and customer turnover. Another judgement has been that mass tour operators are much more concerned about tourist complaints regarding value for money or service quality than sustainability practices at Planet, People and Prosperity level. (Weaver 2006, 76.)

Tour operators and travel transport operators are obliged to fulfill regulations imposed by the EU concerning e.g. air, land and noise pollution. Tour operators have responded by advising and promoting sustainability matters in brochures and own website, sponsor local charities or –schools and recycling of brochures. Critics argue that most voluntary actions are taken out of a desire to improve their image and to avoid more imposed legislations. In reverse tour operators have been seeking to raise tourist awareness and encourage behaving on holiday in a more sustainable manner. They avoid however being too critical and might choose to keep a low sustainability policy profile on tourist impacts in order not to lose business. (Swarbrooke 2002, 106-108.) It can be argued that it's sensible to protect the resources or heritage on which the tour operators and host entrepreneurs at the destination depend.

Larger businesses are according investigations more reactive than smaller ones to public critics. Major mass tour operators are anyway more visibly present through large scale marketing campaigns and public relations. They have contacts and contracts with diverse stakeholder groups, who are also commercially influenced with negative attention. ( Wijk van & Persoon 2006, 384.)

Gilpin, van Tulder and van der Zwart (2001, 2005) reported that multinational mass tour operating businesses are strongly shaped by the socio-cultural values of the home country which are reflected in their corporate features ( in Wijk van & Persoon 2006, 384). The differences found could be connected to public interest in social and environmental issues in the national society. In the UK social matters receive more attention in reporting while in Germany and the Netherlands environmental matters seem to be more important. The home country of the tour operator apparently influences the focus and content of the communication of the sustainability levels. ( Wijk van & Persoon 2006, 385.)

The Tour operator Initiative reported of the growing awareness they noticed in more demand from customers for good sense holiday experiences with care for the environment and the local society. TOI forerunner tour operators picked up this signal and added sustainable operations in their business mission to remain competitive. However tourists still expect competitively priced holiday packages for their sun-sea-beach holiday package. (UNEP & TOI 2005, 12.)

Even in 2013 a survey conducted among tour operators showed that they are also still doubtful about consumers' willingness to pay extra for added value through better sustainability in the holiday experience. Altruistic ideas about sustainable matters whether on Planet, People or Prosperity level are often not translated in action, when making buying

decisions. (Weeden 2014, 27.) Tour operators' pragmatism might also be the motivation for pursuing sustainability practices as it supports well the short term financial performances of a business by reducing costs, thus increasing profitability. Hesitance exist too if sustainability in tourism is an achievable concept as sustainability policy need to flourish in an era of free trade, deregulations and the mantra of economic growth (Swarbrooke 2002, 346).

Tour operators have recognized that a clean and safe environment at the tourist destination is central to their success due to advanced tourists' satisfaction. Dutch research showed that even though the tour operator had a sustainability policy, this fact wasn't always highlighted in communication or if mentioned not always recognized by customers. (NBTC NIPO research 2010.) Tour operators have the potential to raise sustainability awareness among their customers as they connect the supply side to the demand side by bundling tourism products in a holiday package (Wijk van & Persoon 2006, 382). Tour operators selling sun-sea-beach holiday packages have the know-how and resources to bring together sellers of tourist products at the destination with customers (Tepelus 2005, 102).

Responsible tour operators recognize the environmental and social impacts of tourism at a holiday destination and forward the knowledge in their customer relation communications. They are able to demonstrate actions supporting the local community and minimizing environmental and social harm. The tour operator can take the role of mentor in communicating practical instructions (code of conduct) to tourists. This might involve attitude and behavior awareness when being a visitor in foreign cultures as well as urge tourists to reduce (future) burdens with their actions. (Reilun matkailun yhdistys 2015.)

### **3.2 Dutch and Finnish tourists**

Tour operators write the website text of sun-sea-beach holiday packages with destination information with in mind the receiver, the tourism customer. A short evaluation of the present values, interests and motivations of this group is therefore necessary to get background information for the written context of the sustainability levels of Finnish and Dutch tour operators in their communications in customer relations. This part gives background information on the values, interests and motives of Finnish and Dutch citizens. The purpose is to give insight in attitudes and related choices in holiday purchases.

The United Nations World Tourism Organization defines tourists as domestic, inbound or outbound visitors on journeys which include an overnight stay (UNWTO 2014, 12). The

definition leaves some gaps in interpretation of the term tourists in the context of this thesis. Therefore a better clarification for the Dutch and Finnish customers of mass tour operators would be outbound vacationers with overnight stay in advanced booked and paid accommodation, visiting a coastal destination for leisure and recreational purposes. ((Weaver & Lawton 2010, 24, 26.)

Seaside holidays are pictured as time to rest and relax, an appreciated way to get away from everyday life. It is much debated that tourists don't want to be bothered and confronted with negative matters on their vacation destination. They expect everything is well arranged for them to relax and enjoy their vacation and leisure activities. (MVO Nederland 2014a, 3.) Besides some pure neglecting behaviour, tourists usually are unaware of what their holiday behavior may cause. This is understandable as most of the negative impacts, whether on Planet, People or Prosperity level are the result of an accumulation of small actions over time. (UNEP & TOI 2005, 37.)

The European Commission (EC) conducts a yearly survey to find out European tourists preferences showed in 2013 that 50% of the Dutch customers desire for sun and beach as main reason for going on holiday in 2013 (European Commission 2014a, EA14). In 2014, the sun and beach motivation had dropped to 41%. Instead 43% Dutch mentioned enjoying nature and 35% culture (e.g. religion, gastronomy, arts) as important holiday reason motives. Sun and beach were for 31% Finnish tourists reason to choose for a holiday destination, 2% less than in 2013, nature for 28% and culture for 29% main attraction, a raise of 4% compared to 2013. (European Commission 2015, 9.) According a TNS Gallup survey among visitors at the Nordic Travel Fair in January 2015, the number of Finnish tourists favoring sun-sea-beach vacations dropped further to 25% (Aamulehti 2015).

Natural features such as landscape and weather are for 58% of Dutch tourists' reason to return to a holiday destination. Cultural and historical attractions are mentioned by 39% Finnish tourists to have another holiday at the same destination. In Finland quality of services or activities are also highly appreciated: a reason for 38% of Finnish tourists to return to the same holiday location as for Dutch tourists only 19% a motive to return. (European Commission 2015, 13.)

Tourism customers were asked in the same survey the type of holiday taken in 2014, packaged versus self-composed products package. Packaged holidays (exempt all-inclusive holidays) were taken by 30% Dutch customers (+1%) compared to 31% Finns (-4%). Holidays of which various tourism services were arranged separately saw a large

increase in especially Finland: 55%, a growth of 16%. This type of holiday arrangements dropped in the Netherlands with 2% to 47%. (European Commission 2015, 41.)

Finns and Dutch with respectively 65% and 63%, mentioned internet resources to be the most important information source in the holiday process. Internet was for 84% Finns and 83% Dutch the main method to arrange their holidays in 2014, a second and third position in the 28 EU countries. (European Commission 2015, 17, 21.) 82% of Dutch customers would appreciate sustainability information to be part of the product information (Travelife 2012b, 90).

Social signals and surveys showed that Dutch tourists are interested in environmental and social sustainability, but does not have priority in their decision making process. For the promotion of sustainability in tourism, it would be good to communicate the benefits for the tourist: underline what is in it for the tourist. (Fair Trade Tourism 2013 & Hagedoorn 2013, 11-12.)

### **3.3 Destination coastal Mediterranean Europe**

The holiday destination can be defined as the location visited, motivated by the decision to have leisure time at the place (UNWTO 2014, 3). Appealing destinations are the core and decisive factor in the existence of tour operating business. Tour operators have a strong presence in the destination region (Weaver 2006, 59). They are important for the destinations' welfare and destinations are important for tour operators without them they would not be able to sell holidays (TOI 2011b).

Mass tourism destinations at Mediterranean Europe seaside destinations have developed since the 1960s without much consideration of environmental aspects. Nature areas have been cleared away to benefit utmost for the building of hotel complexes and apartment blocks preferably next to the beach. The fast large scale constructions and infrastructure at popular coastal destinations caused loss of local wild life and biodiversity as overbuilding led to disconnections of land-sea systems i.e. sea turtle nesting places. (UNEP b.) Also wetlands have been destroyed to make place for sandy beaches and boulevards, particularly in the Mediterranean region (Kalmari & Kelola 2009 32).

Coastal beach- and islands holiday destinations in Mediterranean Europe are constructed to receive a high number of tourists and are usually highly dependent on tourism for their economy and employment (European Union 2006, 25, 115). The carrying capacity of a

holiday destination is directly related to tourist density. Tourism needs space and resources that are usually enjoyed at the most beautiful, authentic locations at the destination. Usually these places are in use for leisure time of local residents. (UNEP d.) The carrying or bearing capacity is seen too in the sharing of already scarce water supplies which might lead to tension between host society and tourists. Precious water is used for swimming pools, wellness facilities, cleaning, daily showering or bathing and the irrigation of garden vegetation. (Kalmari & Kelola 2009, 27.)

The ongoing climate change has caused already long periods without rainfall in the Mediterranean area. The result is (drinking) water shortage and (increased risk) forest fires in the long warm summer season. The impacts have first of all a negative effect on the environment (Planet) and society (People), but might also reduce the tourist flow to a holiday destination as they tend to avoid holiday locations with lesser comfort and safety. Thus it affects the local economy (Prosperity). Even less devastating weather conditions such as extreme rain fall in the summer season in the Mediterranean area already has negative influences on the satisfaction of tourists (Reisinger 2009, 12).

The coastal Mediterranean Europe destinations have specific environmental sea side impacts. Recreational activities at the sea are a great tourist attraction. Anchoring, snorkelling, sport fishing and scuba diving, yachting and cruising can cause direct severe damages to the fragile marine ecosystems. These activities can have serious disturbances on the sea life biodiversity, especially in heavily used shore waters at mass tourism locations. Marina constructions and other sea front facilities can cause changes in sea flows and harm the natural outlook of coastlines. Shore soils also can get trampled at mass holiday destinations or vulnerable areas, followed by erosion. (UNEP b.)

At Planet level also overfishing of the local sea for consumption is another problem. Popular seafood is caught in an unsustainable way to serve dishes for the large number of tourists. This source of income for the host community has the risk to diminish quickly at mass tourists destinations. On top the souvenir buying of sea life contributes to the overconsumption and destruction of the sea ecosystem. Other negative impacts of sea activities can be observed from recreational game fishing and marine wildlife viewing. It causes a decline in certain game fish species, important in the sea life diversity chain, while chasing and surrounding marine wildlife disturbs natural behavior due to stress, sometimes with fatal effects. (CELB, CORAL & TOI 10, 12, 14, 16.) Tourism can create on the other side new jobs for the local community when fishermen work disappears with a ban on fishing in certain natural coastal areas ( Kalmari & Kelola 2009, 158).



The Tour Operators' Initiative urged tour operators to co-operate in the recovery of the environment in coastal areas. New holiday zone planning should be supported by architectural building in an environmental friendly way. Another example was staying away from parts of holiday areas for a specific period or season for the sake of sea life recovery or bird breeding places tranquility. In case of severe environmental damage it could even be recommendable to avoid a holiday destination temporary. (TOI 2006, 25-27.) It should be noted that the 'avoiding' solution need to be carefully reflected before taken in use as it influences negatively at the prosperity level as it causes loss of income for the host community. Destinations are generally less affected by temporarily recovery practices if they are able to maintain a mix of services and products like handicraft, trade, agriculture and forestry. This mix of added value avoids too much dependency from tourism. (Nature-friends International 2011, 6.)

The capability of a holiday destination to maintain its attractiveness for tourists, the lifecycle of a holiday location, needs constant attention. The destinations have to keep pace with trends and changing requirements. If it fails to adapt and invest in time in its infrastructure and facilities, it may cause a decrease in tourist visitors, resulting eventually in (even higher) unemployment and low average income. (European Union 2006, 24.) Villages and towns can get a makeover through renovations of buildings and preservation of historical architecture or planting of vegetation to augment the appeal of visitors (Davidson 1992, 126). TOI has given suggestions for tour operating businesses on how to increase socio-cultural sustainability with focus on careful planning (TOI 2006, 26).

Pure, attractive mass holiday destinations need huge investments in wastewater refiners, waste treatment factories and recycling containers. The local population might feel irritations when higher taxes are imposed to cover the costs of improvements to e.g. waste (water) systems. (UNEP d.) Waste management systems are worth the investment though as tourists prefer clean destinations and keep coming to the holiday destination (Swarbrooke & Horner 1999, 185). Studies also show that costly, ecological investments will return in time (Jänis 2012).

Mass tourism attracts besides wealthy tourists also crimes, e.g. pickpocketing (UNEP d). Flourishing prostitution business is another dark side of mass tourism, which even might involve trafficking of young women from poor (European) countries, lured by false job promises. Tour operators can play an intermediate role in close cooperation with the destination to communicate the less sunny side of tourism activities in customer relations (Weaver 2006, 77).

Mass tour operators have often made large capital investments and rely on the attractiveness, hospitality and safety of the holiday destinations. They have mutual interest with the host community to sustain and develop the beach destination with respect to the Planet, People and Prosperity pillars (Weaver 2006, 61).

Sustainable issues in communication by tour operators can only be used if the host destination stakeholders have at least a certain degree of sustainable reflections in their practices (UNEP & TOI 2005, 29). Tour operators' communication on sustainability issues is only credible with good practices at the holiday location. This makes it inevitable for tour operators to collaborate on sustainability in tourism actions with the participative stakeholders. (Weaver 2006, 59.) An example of good practice has been a WWF project in the coastal Mediterranean Europe region in which Finnish tour operator Finnmatkat joint, leading to the creation of the responsible tourism program. (Finnmatkat a.)

The next two subchapters present tourism figures, concerns and good practices at coastal mass holiday destinations in Spain and Greece.

### **3.3.1 Destination Spain: Sustainability at Mallorca and Mediterranean Costa's**

Destination Spain is selected as it is known as a traditional mass holiday sun-sea-beach holiday destination since the start of affordable holidays in the 60s-70s of last century. Small Spanish coastal villages originally economically dependent of fishery were developed with focus on profitable high volume tourism. The new mass architecture was often in conflict with the original heritage of the region (Kalmari & Kelola 2009, 32). The destinations, the island Mallorca and mainland Costa's, are deliberately chosen for their ongoing tourism popularity and specific own features as conventional mass holiday locations.

In 2014 destination Spain was ranked globally as third with 65 million international arrivals, a growth of 7.1 % compared to the previous year. The number 1 holiday country in Europe has a world market share of 12. 8%. (UNWTO 2015b, 8.) In 2015 Tourism directly employed 870.000 Spanish nationals, 5% of the total employment. The leisure tourism spending is expected to grow with 2, 9% in 2015 of which 47% is of foreign tourism earnings. (WTTC 2015a, 1, 6.) Summer 2015 the country has had the second highest unemployment in the EU 28 with 22.2%, however a decrease of 2% compared with summer 2014 (Eurostat 2015).

The coastal areas in Spain are chosen by 85% of all foreign visitors (Spain Guides 2015). The importance of environmental and cultural sustainability was shown in a research

among 28 EU country citizens in 2013. According an EC survey sun and beach was for 66% reason to travel to Spain. The other reasons to choose the destination were culture 27% and nature 22%. (European Commission 2014, EA6-EA8.)

Mallorca is the largest of the Balearic Islands (Ibiza, Menorca and Formentera) with 80% of the economy depending on tourism. The island received in 2012 nearly 23 million tourists. In 2012-2013 large nature areas were destroyed by forest fires. The Balearic Nature Institute started a 6 year reforestation programme for recovery of the environment (Christiani 2014, 182, 192.) The project covered planting of over 57600 wild olive and pine trees in the nature reserve to rehabilitate the area with the participation of multinational tour operating group TUI (TUI AG 2015). In recent years Mallorca has attempted to change its image as noisy party destination (e.g. with the makeover of holiday resort Platja de Palma) with increasing focus on sustainability, eco-awareness and year round activities. The destination has managed to attract increasingly tourist in the winter season. Accommodations are opening earlier and closing later which made tour operators follow by offering more activity based holidays to the destination. (Christiani 2014, 183, 192.)

Costa Blanca holiday resort Benidorm has the reputation to be a good example of a popular conventional holiday destination for decades. The end of the 80s last century, Benidorm resort managed to turn the fate of tourism decline with a rejuvenation process. The government invested in environmental improvements, particular beach cleaning. The town also succeeded in attracting European pensioners looking for long stay winter-sun holidays, keeping accommodation open and providing jobs with income for the host community. The revitalization benefitted Benidorm town and tourists, which is in line with the principles of sustainable tourism. (Swarbrooke 2002, 160.) More recent, the mayor of Benidorm town with 330 skyscraper buildings and a mixture of international restaurants and pubs, argued however that destination Benidorm is a model of sustainability in tourism. Skyscrapers occupy less space and thus save on infrastructure and save on water use for smaller surrounding premises compared to lower accommodations. (Keeley 2008.) According others the poor design and planning are the problems of environmental and social impacts faced at present (Kibert & al 2012, 22).

The holiday resort Salou is located at destination Costa Dorado. Salou has 52 hotels with almost 7.5 million overnight stays annually. Tourism development took place more than four decades ago and urban degradation is noticed now. Research showed that the area had a lack of public and private investments. Hotels facilities have not been redeveloped or renovated except for the necessary maintenance. On top commercial activities have grown beyond control, due to an increasing demand for special leisure facilities and enter-

tainment. In the peak season months July and August the population multiplies six times. The town wants to tap into the growing trend for extension of the holiday season and ordered a reconstruction plan to enhance a sustainable tourism future. (Salvado, de Rivera, Salvado & Lorenzo 2015, 163-164.)

The Costa del Sol has introduced a project 'Costa del Sol: Responsible destination, Sustainable destination'. The Costa del Sol Tourist Board purpose is to brush up the image of the destination and be the leading sustainable tourism destination in Spain. Governmental participation ought to empower sustainable developments as tool for economic transactions at the same time protecting landscapes and the environment. (SolTurismo.)

Natural environments are usually protected from artificial development forms due to their potential to attract tourists (Kalmari & Kelola 2009, 158). One way to assure the tourists experience quality is the design of standard criteria with fulfilment awarded by a label or certification. Labelling helps tourists to identify the most environmental and social friendly services and products (Swarbrooke 2002, 43, 95). The independent non-profit organization Foundation for Environmental Education (FEE) has created a set of criteria for beaches and marinas on i.e. quality and safety of beach and water, environmental information, education and coastal management. Beaches and marinas can get awarded with the voluntary eco label Blue Flag when accomplished with those standards. The aim of the eco label is to inform and coach people, visitors or businesses, on their involvement in coastal areas use in a sustainable manner. (Blue Flag.)

In 2015 Mallorca could offer 31 Blue Flag beaches fulfilling the minimum criteria of clean and safe (abc Mallorca 2015). The Costa del Sol had 81 beaches awarded with a Blue Flag in 2015 (Spain Guides 2015). Destination Costa Blanca resort Benidorm has been granted the Blue Flag for all three beaches as well as the Q for Quality award. The Quality mark Q is a criteria set created by the Spanish Institute for Tourism Quality. (Portal Benidorm 2015.)

### **3.3.2 Destination Greece: Sustainability at Rhodes, Crete and Kos**

The package holidays with destination Greece are chosen as part of the thesis research as the country is facing a deep ongoing economic and financial crisis since 2010. The economy of the islands Rhodes, Crete and Kos are very dependent of international tourism. The present national problems might have led to lesser priority given to sustainability developments in tourism.

Greece is an important tourism destination in Europe with a world market share of 3.5% (UNWTO 2015b, 7-8). The tourists industry is a key contributor to the national income with 7%. In 2014, tourism contributed 9.4% to the total employment in Greece, creating jobs for 340.500 persons directly. The spending in leisure tourism is expected to grow with 4, 8% in 2015 with foreign visitor consumption generated 57% of the GDP in 2014. (WTTC 2015b, 1, 4, 6.) Summer 2015 Greece endured the highest unemployment rate in the EU28 with 25, 2% (Eurostat 2015).

Sun and beach were for 68% EU citizens the main reason to visit Greece according the European Commission survey 2013, the highest percentage of the eight EU holiday destination countries. Second important pull factor were cultural sights. (European Commission 2014, EA6-EA8.)

An example of good sustainable practice has been the initiative of local tourism entrepreneur villagers at Rhodes. The Greek national tourism organization has promoted Greece as holiday destination for the summer season because of bad weather conditions in part of the country in winter. The southern Greek islands have though a longer season with good, sunny weather. The lack of tourism business has as consequence that accommodation, restaurants and shops are closed over five months each year with temporary unemployment and overcrowding in summer time. In 2003 local hospitality entrepreneurs in a seaside village at Rhodes decided to keep their business open throughout the year. The experiment was adopted by the Mayor of the village which eventually led to a snowball effect. Three year later international charter flights to Rhodes in low season had doubled. (European Union 2006, 143.) Thomas Cook Group has shown an example of good practice with a water consumption project at Rhodes in 2014. The group wanted to get insight into water consumption of customers in their own concept hotels. The result was contemplated upon considering the rights of local people for fresh water and impacts on the environment. The project needs to lead to a sustainable water management handbook for all TC hotels. (Thomas Cook Group 2014, 32.)

Tourism generates 40% of the Cretan economy and employs at least 20% of the population. The number of visitors in 2012 was 2.8 million. Tourism activities are located in particular at the north coast of Crete. The Greek destination promotes green tourism and preserves cultural heritage with restorations of historic buildings possible with the financial support of the EU. Cretans are getting increasingly aware of the long term impacts of environmental degradation. Around 2012 local action groups have prevented several large scale developments. The countries financial crisis and the need for income may lead to approval of similar projects after all. (Schulte-Peevers, Deliso & Hannigan 2012, 202-203.)

Another good practice is the partnership of Destination Management Company TUI Hellas and TUI Group. The Cretan DMC handles the practical issues for TUI tourists locally such as contracting the holiday accommodation, ground transfers and excursions. The DMC offers cultural and natural excursions by bike and hiking tours according a certified sustainable excursion scheme. This means that the local community is involved with excursions visits of bakeries, fishermen and markets. The DMC contracts only suppliers who are committed to reduce their overall environmental impact (i.e. water, energy, waste). (Travelife 2012a, 28.) Thomas Cook Group reports of a Nature and Tastes of Crete excursion as part of their Local Label Excursions program. Tourists learn about traditional organic winery production and support nature conservation with the excursion. (Thomas Cook Group 2014, 16.)

The carrying capacity of destination Kos was stressed to its limits in summer 2015 due the arrivals of thousands of refugees and migrants, fleeing civil war, (violent) conflicts, suppression or poor living conditions. The smallest of the three Greek Island destinations in the thesis has more change to suffer from stress on the small host community and islands carrying capacity as it affects local (agricultural) production structures and water and energy resource distribution. The limited surface of the island means usually quite small availability of fresh water resources while recreational activities require a surplus. (Kalmari & Kelola 2009, 25-26.) The heavy water demand may lead to over pumping of groundwater and salt penetration into underground water basements on the island (European Union 2006, 91). The residents of Kos appeared to remain hospitable, despite the additional stress at the island in peak holiday season.

The importance of tourism for the economy has been the main motivation to take care of the coastline and marine sea life in Greece. Water pollution has been effectively reduced by legislation, keeping the quality of seawater in Greece in good condition. (Miller, Armstrong, Staminus Clark, Deliso, Hannigan & Kyriopoulos 2010, 91.) In 2015 Crete received most Blue Flag eco labels in Greece with 90 beaches fulfilling the criteria. Rhodes has been granted 23 Blue Flag eco labels in 2015 by FEE. (Visit Greece 2014a.) Kos has 5 Blue Flag beach locations in 2015 (Visit Greece 2014b).

### **3.4 Beach package holidays at Mediterranean Europe**

A holiday package is the overall offer of flight, ground transport at the destination, accommodation (ex- or including meals) with optional excursions and entertainment developed by tour operators for tourism customers (UNEP & TOI 2005, 59). Mass tour operators offering beach package holidays rely generally on high volume sales to maximize

profits in a short term timeframe. They use pricing to get a competitive advantage in influencing the demand side stakeholders in their buying process. (Swarbrooke & Horner 1999, 185.) Sun-sea-beach packages are highly seasonal with a summer and winter holiday season. Summer season holidays are offered from approximately April until November.

Mass tour operators offered for decades cheap holiday packages, in which quality standards were generally limited to reduce the price (Reisinger 2009, 10). Large scale accommodation at popular holiday destinations is generally concentrated in tourism districts with as common feature standardized architecture (Weaver 2006, 41). For instance the Greek island Rhodes, the most typical Greek mass holiday destination, has some holiday beach resorts constructed for tourist only, with the idea to entertain and cater tourists without any elements of locality and reality. (Selänniemi 1996, 59, 255.) The more inclusive packages are (on top all-inclusive resorts), less the host community gets a share from the tourism revenue. Tourists will not easily visit a local restaurant if they have a package with all meals included and already payed for (UNEP & TOI 2005, 25). Tourists are then physically, socially and economically isolated from the local inhabitants and their businesses.

The common opinion is that traditional mass tourism can't be sustainable in any form. Alternative forms of tourism on a smaller scale or packages composed from separately booked travel and tourism elements are assumed to be more sustainable than mass market package tourism. This is not necessarily the case. (Swarbrooke & Horner 1999, 199.) Several arguments picture a more positive view of popular beach resort destinations at the Mediterranean Europe coastal areas. Packaged holidays can be just as good of a choice compared to independent self-composed travel and tourism packages when considering environmental aspects. Or even better: Charter flights have an average occupancy rate of 98%, more than regular flights usually. This means more tourists can be transported with fewer flights (Kalmari & Kelola 2009, 54), reducing air pollution, fossil fuel consumption and providing a better profitability. Positive aspect as well is that package holidays are carried out at fully constructed areas with all facilities present (Selänniemi 1996, 234). Waste- and water management is mostly better regulated at mass tourism destinations than remote, small scale holiday places (Kalmari & Kelola 2009, 54). Also should be noted that alternative forms of tourism though small scale, use at some stage of travelling and holiday enjoyment the infrastructure and services constructed for mass tourism (Weaver 2006, 51).

The challenge for mass tour operators will be to tackle assumptions or -even prejudices that sustainable sun-sea-beach holiday packages are too expensive, too complicated, of

inferior quality and give no return on investment or are just buzzwords (MVO Nederland 2014b). Furthermore tour operators need to find a proper working balance between commercial interest, support and respect for the integrity of environmental resources and host community at the holiday destination (Middleton & Hawkins 1998, 129). Integration of the Planet, People and Prosperity levels enables tour operators to compete on more than just price (Tepelus 2005, 105-106).



## 4 Communication Management in customer relations

This chapter handles the communication management structures in the tour operating business and gives insight in the role of the travel trade associations in Finland and the Netherlands in the sustainability processes. The research communication terms informing, coaching and sharing are explained.

Tour operators in Finland and the Netherlands have taken initiatives to pursue more sustainable processes, which all starts with the management of communication by people (employers and employees), in collaboration with the people (host community) and for the people (tourists) (Cavagnari & Curiel 2012, 224). Tourism customers interested in the natural, social and cultural circumstances at the holiday destination are a good target group to communicate present and future (dis) advantages of behavior and activities, when enjoying a holiday (ANVR & MVO 2013, 59).

Tour operating businesses are constructed around communication. The tourism product – in this case the sun-sea-beach holiday package- is largely intangible as services are created by people for people. Communication in the purest sense is an exchange of information and ideas. It is at best a verbal sharing of knowledge with the intention of raising a reaction. The basics of communication are to build up and sustain relations. Effective communication in customer relations enables to involve tourism customers and can influence decision-making. Professional communication in good relations creates a sense of community also called we-spirit. Communication management of tour operators has as challenge to visualize the holiday in words and tune into the potential customers interests. The present trend of sharing information and participation has opened new opportunities in communication styles such as storytelling. (Procom 2015a.)

Most major tour operating companies have an external communication team managing incoming information such as legislations, competitor analyses or media articles as well as messages going outward for marketing and sales purposes and press releases (UNEP & TOI 2005, 32). Overall sustainability can only exist with solid internal communication requiring the understanding, commitment and active participation of all staff members. Well informed staff is capable to communicate reliable information on sustainability issues and steer the customer in sales. (UNEP & TOI 2005, 20.)

Communicating sustainability has the difficult task to convince tourists that it is possible to enjoy and experience an affordable, comfortable holiday in a more sensible way (Kalmari

& Kelola 2009, 17). Tour operators are in a unique position to communicate recommendations and guidance concerning sustainability, but tourism customers are often unable to identify the relevant aspects of sustainability, according supply stakeholders (Wehrli 2014, 2). TOI realized tourism consumers to have different levels of knowledge and interests. They urged tour operators to be patient and determined as changing attitudes and behavior takes times. The first messages are unlikely to convince tourism customers not really interested in sustainability of the need to rethink their actions. The complexity of sustainability issues makes it necessary to have a long term engagement in the awareness raising strategy addressed to customers (UNEP & TOI 2005, 42.)

The Tour Operators Initiative network proposed colleague tour operators to tell the messages with a fresh outlook, attracting the attention of the tourism customer. The present multitude of communication channels has created an information overflow which makes it essential to report clear, to the point messages at a time. (UNEP & TOI 2005, 21-22.)

Communication must be trustworthy with correct factual material. Tour operators need to resist commercial pressure to describe holiday destinations as idyllic paradises. (UNEP & TOI 2005, 42.) In communication management tour operators should pay careful attention to code of ethics in communication composed of transparency, interactivity, truthfulness and reliability (Procom 2015b).

#### **4.1 Travel trade associations SMAL AFTA Finland and ANVR Netherlands**

The interests of Finnish and Dutch mass tour operators are represented by the national umbrella associations SMAL AFTA in Finland and ANVR in the Netherlands. The travel trade associations support and coordinate the operational business practices of their member tour operators. In this section the sustainability policy of both national associations are given.

SMAL AFTA, Suomen Matkatoimistoalan liitto ry or the Association of Finnish Travel Agents is the national tourism umbrella organization for tour operators and travel and incoming agents in Finland. The association lobbies and protects the interest of 160 national travel agencies, tour operators and incoming travel agents another objective is to keep up and further develop good business practices. (SMAL AFTA 2013, 8.) The examined Finnish tour operators Aurinkomatkat Oy- Suntours Ltd Ab, Oy Finnmatkat Ab and Tjareborg Oy are all full members of the Association (SMAL AFTAa).

SMAL AFTA members have stated their commitment to sustainability developments in the Helsinki Declaration for Sustainable Tourism. The Finnish tourism suppliers are stimulated to adopt and put into action responsible and sustainable business operations in tourism. The three main principles express:

- Committing to the Sustainable Development of Tourism

- \_Recognition of the Principles of the Sustainable Development in Tourism

- \_Promote general awareness and stimulate communication of the 3Ps concept. (SMAL.)

The Helsinki Declaration is supported by a sustainable tourism information manual relating to environmental, socio-cultural and economic impacts in Travel & Tourism. The manual gives facts and figures with developments and examples of good practices in sustainability developments in tourism. (Turunen 2010.)

The SMAL AFTA members have accepted Code of Conducts in 2011, defining good business practices. They agreed to comply to conduct their business management according the Planet, People and Prosperity sustainability guidelines, collaborate with the host community, using local products and skills and encourage destination host entrepreneurs destination to good sustainable practices and create general awareness in customer communications, stimulating mutual understanding and respect between tourists and host community. Last but not least code of conduct is to show Corporate Social Responsibility, meaning to prevent or minimize negative tourism business effects while enhancing their positive impacts. (SMAL AFTA b.)

SMAL AFTA travel trade association attempts to raise the customers' awareness on environmental, social and economic issues by giving matters to consider for tourists when on holiday. The SMAL AFTA fact book informs on environmental issues as water, energy and littering, but also mentions Prosperity levels benefits when using local services or purchasing of domestic products. Finnish tourists are advised to show respect for customs and feelings of the host society. (SMAL AFTA 2013, 11.)

The ANVR, The Association of Travel Agents and Tour operators, in Dutch Algemene Nederlands Vereniging van Reisondernemingen, represents and promotes the collective interests of approximately 230 tour operators and 1100 travel agents in the Netherlands with as objective to obtain a solid competitive position. The ANVR members represent approximately 90% of the outbound package travel market. (ANVR b.)

The ANVR expects tour operator and travel agents members to agree with the fundamentals of their sustainability policy which consist of:

- \_ Sustainable tourism management

\_ Tools for sustainable practices development

\_ Communication of Best Practices. (ANVR a.)

The Dutch association has developed an obligatory environmental system for its members. ANVR tour operators obtain a Product and Environmental Certification after appointment of a trained environmental coordinator, an environmental policy and establishment of an environmental short term program (ANVR a). Tour operators will lose their membership, if they do not conform to the regulation (Wijk van & Persoon 2006, 384, 389.)

ANVR has published a report with the associations' future visions in tourism 2025. The association has as mission to support the gradual integration of sustainability in tourism. Short term goal for the years 2013-2015 were to stimulate clear communications about sustainable transport, accommodation and entertainment, promote sharing of knowledge and coach customers to enhance positive attitudes at the holiday destination. Customers should be informed about the sustainability levels Planet, People and Prosperity by their member tour operators. Long term objective for 2025 is that sustainable tourism operations have become commonplace and ANVR members have integrated the sustainability levels in their business. The association aims in 2025 for having found balancing ways between the positive and negative sides at Planet, People and Prosperity level in tourism. The Dutch tourism industry needs to collaborate to catalyze the process towards integration of sustainability. (ANVR & MVO Nederland 2013, 5, 12- 13.)

The ANVR sustainability policy guidelines aim to assist in creating better places for both tourists and people at the holiday destination (ANVR b). The association advises tour operators to formulate their message of the sustainability levels in tourism in a holistic way with a positive setting and to make it a fun experience to attract the customers (ANVR & MVO Nederland 2013, 12). The association makes recommendations directly addressed to tourism customers how they can contribute to sustainability emphasizing even small things to be helpful (ANVR c).

The Dutch and Finnish travel trade associations both support their members in their commitment and implementation of a sustainability policy and good practices. The ANVR and SMAL AFTA both communicate code of conducts directly addressed to tourists. Main difference is that the ANVR has made their policies and practices public in extensive documentations, some also available in English. The information is easy accessible for customers and the English documents give the opportunity for international information exchange. Finnish SMAL AFTA policies and practices are most part for their members only.

## 4.2 Communication of sustainability by informing, coaching and sharing

The Tour Operators Initiative for Sustainable Tourism Development has published recommendations on communication sustainability and advance responsible behavior through integrated information and education in customer relations (UNEP & TOI 2005, 59). The communication elements informing, coaching and sharing are defined in this section, followed by suggestions and recommendation given by the tour operators' network. The topics form the background against which the integration of the Planet, People and Prosperity levels is examined, focused on communications in customer relations.

For the research the informing element is defined as telling environmental, socio-cultural and economic sustainability issues at the holiday destination. The purpose of the informative message is to provide a practical idea of the destination and raise awareness of possible impacts of tourism activities. Informative sustainability communication can include beach- and seawater quality, the condition of the natural surrounding and values and customs of the local society. (UNEP & TOI 2005, 23.) The tour operator also might tell on environmental friendly or economically sustainable local transport at destinations or inform on excursions and recreational coastal activities with beneficial effects on Planet, People or Prosperity level (TOI 2006, 25-27). Lastly tour operators can mention contracted host suppliers at the holiday destination with environmental management and social responsibility programs, which is defined as communication at the informative element respectively.

Tourist are considered to be informed also with communications on i.e. consumption of rare, threatened and endangered seafood and souvenirs ( CELB & al, 13), unless the environmental matter is specifically mentioned in the code of conducts of a tour operator. The finding will then be marked as coaching at Planet level.

The Global Sustainable Tourism Council makes in their glossary difference between Code of Conduct and Code of Behavior. Codes of conduct are defined as guidelines advising tourism stakeholders, including tourists, to behave in an environmentally responsible manner. The code recommends practices based on a self-regulation system to promote environmental and/or socio-cultural sustainable behaviour. Codes of behaviour are defined by the Council as a set of principles to guide tourists on proper actions while at a destination. (GSTC 2015.) In the thesis research the codes are communicated in the coaching component. The principle guideline for coaching is that the more tourists know and understand about the visited destination, the more they will care (Middleton & Hawkins 1998, 210). The Tour Operators Initiative advised to give action-oriented recommen-

dations in the conduct codes in customer communications (UNEP & TOI 2005, 40). Coaching is featured by an educational aspect. An example in coaching customers is pointing ways to minimize pollution and waste, sensible use of hot water and air condition to limit energy use and electricity cuts and respect for the local customs and heritage. (WWF 1999, 3- 4.) The Tour Operators Initiative has advised tour operators to stimulate use of locally owned accommodation whenever possible to customers and encourage them to purchase in regional shops. It is also considered coaching when tourists are steered to favor their accommodations menu with use of locally produced food as well as visits to local restaurants. (TOI 2006, 37.)

Large tour operators usually have financial and personnel resources to develop their own responsible tourism code of conduct, smaller holiday package operators have the choice to adopt these guidelines for tourists on appropriate behavior and actions at the holiday destination. (UNEP & TOI 2005, 40.) Dutch mass tour operators can take in use conduct codes designed by the national travel trade association ANVR and tour operators in Finland may adopt these from SMAL AFTA.

One megatrend is the sharing of information with feedback of people in the communication circle (Procom 2015a). For the thesis research the sharing element in communication is defined as contributing and participating in sustainability practices. Achievements can be mentioned by telling e.g. practical projects, donations and investments at the holiday destination (Travelife 2012b, 41). An example of good environmental mentioned by tour operators might be initiatives to reduce water and energy use and measures taken in waste disposal practices to support the attractiveness of the holiday surroundings (UNEP & TOI 2005, 39). Other sharing topics of good sustainability practices are the use of environmental friendly products i.e. non-bleached cotton linen, natural fiber carpets, water based paints, organic foods, make use of bio degradable chemical products to clean swimming pools and usage of biofuels and renewable energy. The same element at the sustainability level Prosperity is registered when socially good products i.e. craft from (small) domestic co-operatives and local farmers' food are used by the tour operating business. (UNEP & TOI 2005, 59.) Tour operators' attempt to advance tourists to take part in sustainability activities financially or practically are also considered communicating sharing.

General feature of tourists is that they want to escape from their daily routines and responsibilities without being bothered with concerns at the holiday destination. The pragmatic sustainability communications of the 3Ps will give realistic expectations and increase the holiday experience while avoiding disappointment (Travelife 2012b, 90-92).

### 4.3 Communication of sustainability in beach package holiday sales text

Travel brochures have depicted for decades the good life in holiday packages with travel information of the tourist destination. Sun-sea-beach holiday destinations are described as sunny, clean, picturesque and easy going to create a positive image for good sales results. This confirmed mostly the cliché image of the locations culture and surroundings (Davidson 1992, 137). On the other side, country and destination information need to be realistic and reliable as tourists expect to see and experience these facts and images at the holiday destination (Swarbrooke & Horner 1999, 368).

Still presently doubts exists, that tour operator' actions and sustainability communications are nothing more than superficial activities and fluffy words (Swarbrooke & Horner 1999, 207). Surely, tour operators take the consumer wishes and reactions in consideration, adapting the holiday descriptions accordingly, as happens in any sales communications. They hardly can write truly impartial and objective sun-sea-beach holiday package- and destination text as their purpose is to sell the holiday. Hence, the description of the holiday products and services is mostly from the sunny side. Tour operators however must resist the commercial pressure to over sell tourist destinations as idyllic paradises (UNEP & TOI 2005, 44).

Customers increasingly expect the tour operating businesses to offer package holidays with quality and value-for-money and at the same time ensure environmental and social sustainability (CELB & TOI 2004, 3). Additionally tourists require a varied supply of quality products and services (European Union 2006, 25). The Tour Operators' Initiative recommended tour operators to first assess the impacts of the different elements of each holiday package. This information should form the basis for planning and designing coastal package holidays with good practices on all three sustainability levels. Furthermore tour operators do have the choice though to contract and co-act in a fair way with those destinations and local entrepreneurs, who do have already a certain degree of sustainability in their practices or are willing to learn and change to more sustainable practices. (UNEP & TOI 2005, 27). The sales text of beach package holidays is analyzed on sustainability communications linked to the recommendations.

The research sales text takes only accommodation in consideration with board only (excl. meals), including breakfast or offering half board (breakfast and dinner). Reason is tour operators' opportunity for sustainability communications at the Prosperity level if customers are stimulated to enjoy their meals in local restaurants. Food and beverages could have emphasis on domestic production if a hotel or apartment offers breakfast and dinner.

The Prosperity level can also be shown in local ownership.

Tour operators ought to mention sustainability in their holiday package sales text solely if the components are in line with the reality (UNEP & TOI 2005, 44-45). The type of facilities (e.g. swimming pools, wellness), size of premises (e.g. architectural construction, garden) and entertainment (local or at accommodation premises) has a strong influence on the research interpretation of being truly in line with Planet, People and Prosperity levels. Sustainability unbalance exists if customers are recommended to use a bicycle (Planet) or local public transport (Prosperity), but have several swimming pools in a large, lush green garden. Accommodation sales text with this kind of inconsistency is seen as not being sustainable in the findings.

Table 2: Model toolbox used for research findings on environmental (Planet), socio-cultural (People) and economic (Prosperity) sustainability

	<u>TUI</u>	<u>Finnmatkat</u>	<u>Tjareborg</u>	<u>Neckermann</u>	<u>Aurinkomatkat</u>	<u>SudTours</u>
<b>PLANET</b>						
Informing						
Coaching						
Sharing						
Sales text						
<b>PEOPLE</b>						
Informing						
Coaching						
Sharing						
Sales text						
<b>PROSPERITY</b>						
Informing						
Coaching						
Sharing						
Sales text						

The above model will be used to register the numbered findings on the 3P sustainability levels for each communicative element per tour operator. The box will show an X mark, if no sustainability communications in customer relations is found, but also in case of inconsistency in text or interpretation uncertainty.



In sales descriptions of beach package holidays both the advantages and disadvantages need to be mentioned to avoid the possibility for greenwash. Sustainability certifications or ecolabels might tell only the fulfillment of scheme criteria in reduction of water, energy and proper waste disposal measurements, while other sustainability issues are not regarded. (Kalmari & Kelola 2008, 56.) The Travelife certification scheme system is designed by the travel industry for accommodation, travel agents and tour operators. The criteria exist of 99 points with accomplishment awards on gold, silver and bronze levels. (Hall & al. 2015, 20.)

The sun-sea- beach package holidays to coastal Mediterranean Europe are built up to affect the tourism customers' decision. They can have a strong say in the level of sustainability with their purchase. The publicity on the risks of extensive sun bathing (skin cancer and premature skin aging) in combination with trends has decreased the interest in traditional passive sun-sea-beach holidays. At present many tourists shown a desire to learn and participate in local life at the holiday destination. Information on the authentic, specific natural and cultural heritage is more appreciated and may contribute to the appeal of a certain holiday package. (Tepelus 2005, 105.) Large-scale tour operators have tapped into this development and have introduced more real life, less commercialized experiences in their package holidays, hoping it adds to tourist satisfaction (UNEP & TOI 2005, 12).

Research amongst Finnish tourists showed that holiday experience are often given as an impression of the senses (Selänniemi 1996, 269). The challenge is to transform an abstract issue as sustainability in tourism into tangible messages, to capture the senses and experiences of holidays in words with a meaning to tourists. Communication of sustainability should emphasize the personal enjoyment gained from doing something new and good, forming a unique memory to take home. (UNEP & TOI 2005, 38.)

## 5 Comparative study of Planet, People and Prosperity integration

This chapter explains the comparative research and methodology used. The comparison aims to gather knowledge and insight into the Dutch and Finnish mass tour operators' sustainability policy practices and answer the research questions taking in account the (national) business culture. The research communication style is descriptive as text needs interpretation and clarification to get relevance (Routio 2007). The purpose of the comparative analyses is to find out how the Planet (environment), People (socio-cultural) and Prosperity (economic) sustainability concept is integrated in the website communication content of mass tour operators in Finland and the Netherlands. The comparison investigates the emphasis balance use of the three levels with possible similarities and discrepancies between both countries. The idea behind the research is that commitment of tour operators towards environmental, social and economic sustainability should be reflected in their external messages. The site content analyses are narrowed down to public communications in customer relations.

The studied mass tour operators Finnmatkat, Tjareborg and Aurinkomatkat in Finland and TUI (ARKE), Neckermann Reizen and Sudtours Vliegvakanties in the Netherlands are all part of multinational or national tour operating business groups. The groups are briefly introduced followed by the studied national tour operators and their sustainability policy. The Finnish and Dutch mass tour operator businesses have a few features in common. They are established between the 60s and 80s, the booming period of sun-sea-beach package holidays and offer package holidays to coastal Mediterranean Europe by air transport. The study considers sustainability communications related to the destinations Kos, Crete and Rhodes in Greece and Mallorca and mainland Costa del Sol, Costa Blanca and Costa Dorado. The sales text of the latter two destinations emphasises on Benidorm and Salou.

The research of sustainability communications poses the risk of subjective interpretation as messages are 'translated' into meaning. The communication elements informing, coaching and sharing have been therefore defined carefully, backing up the text analyses and facilitating comparison. The communication components function as identifiers of text or contexts of the sustainability levels Planet, People and Prosperity. (Bruhn Jensen 2012, 10, 276.) Study should be processed in their naturalistic contexts as far as possible. The inside knowledge of a culture enables to get in touch with the mindset of a country. The researcher role is then to be an interpretative subject, to explain the meaning of the context. (Bruhn Jensen 2012, 266.) The comparative study has been conducted in the Dutch

and Finnish languages as the Netherlands is the authors' native country and Finland the second home country.

## 5.1 Methodology

The research has been carried out by exploring the site communication on sustainability policy of each Finnish and Dutch mass tour operator. Each tour operators business profile with vision, mission and strategy have been examined as it can be seen as a business presentation also addressed to customers. The site pages were studied on comprehensive communication of Planet, People and Prosperity sustainability aspects with findings marked as either being Planet, People or Prosperity for its clarity. The three P sustainability levels were then analysed for the purpose of the communication, using the message elements information, coaching, sharing and selling. This type of construction was chosen to given a more holistic insight in the integration of the three sustainability levels in website communications of Finnish and Dutch mass tour operators.

The phrasing of the sun-sea-beach package holiday writings is also analysed as integration of sustainability in tourism should be throughout all business operations in customer relations. The research was processed on holiday packages summer 2016 for departures in July for per destination for each tour operator. Search options with references to sustainability (e.g. sustainable accommodation, genuine local, eco labelled) were used whenever possible. Hotel and apartment accommodation text presentations near the beach were checked with the exclusion of all-inclusive accommodation, club hotels and holiday villages. Only accommodations with board only (excluding meals), breakfast or half-board (breakfast and dinner) were checked. The qualification system was from basic\*\* to luxurious\*\*\*\*\* without selection of particular facilities or amenities. (Appendix 1.) The findings are given in a short narrative style per destination and tour operator to enable proper comparison.

Search selection with reference to sustainable accommodation was used whenever possible. The overview display of given accommodation was then screened on accommodation text giving best possibility for mentions regarding the 3P sustainability concept. A maximum of three accommodation links per holiday destination were checked further on text content specifics of sustainability. The air transport included in the beach package holiday is not considered in the sales text research, but environmental aviation practices informed to customers in the sustainability policy of a tour operator are considered in the analyses.

The findings are described as well as numbered in a table, stating the four elements in communication of the three sustainability levels Planet ( environmental), People (socio cultural) and Prosperity (economic) by each of the six examined tour operator. The results are compared and discussed in the final section. The thesis ends with ideas on moving forward in the integration process of Planet, People and Prosperity sustainability in tourism.

## **5.2 Multinational and national tour operating groups**

The selected Finnish and Dutch mass tour operators are all six part of a multinational or national operating tourism business group. Though the groups themselves are not part of the research, they determine the strategy and mission of the national tour operators in Finland and the Netherlands. They follow the guidelines set out by their headquarters and communicate accordingly. This section describes briefly the sustainability policy statement of the groups published at their web site.

Finnish tour operator Finnmatkat and Dutch TUI (ARKE) are part of the German based TUI Group. TUIs vision is to make travel experiences special with a constant commitment to environmental, social and economic sustainability (TUI Group 2015 a).

The end of 1990s TUI Group has begun to inform on environmental impacts of tourism by informing customers on sea and water quality analyses at coastal holiday destinations. They believe that customers who care create demand for sustainable holidays. (TUI Travel PLC 2013, 11.)

TUI Group has released a new sustainability strategy to 2020 around the three pillars Planet, People and Prosperity. The mission is to create better holidays while contributing to a better world, in collaboration with destination stakeholders and tourists. TUI regards sustainability as an integral part of nowadays and forward thinking tourism corporations. (TUI Group 2015b.) TUI Group has a partnership with the sustainable tourism charity The Travel Foundation who supports with expertise and resources in TUI sustainability strategies. The tour operating group cooperates with the Global Sustainable Tourism Council in promoting sustainable tourism. (TUI AG 2015.)

Dutch TUI Netherlands and TUI Nordic represent the TUI Group at national and regional countries level. October 1<sup>st</sup> 2015 Dutch tour operator ARKE has been rebranded as first subsidiary to TUI. The launch of the oneBrand campaign of the TUI Group is shown in transformation of the ARKE website to a new TUI website lay out. The TUI master brand

will replace at latest by 2017 also TUI Nordic tour operators among which Finnish tour operator Finnmatkat. (TUI AG 2015c.)

Finnish mass tour operator Tjareborg and Dutch Neckermann Reizen are part of British Thomas Cook Group (TC). The group communicates to be committed to well-managed tourism as it gives good opportunities for economic welfare and social wellbeing. A code of conduct vision must lead towards improvements on the three level of sustainability as target in 2020. This sustainable transformation plan of Thomas Cook has as core customer relations to benefit their profitability growth strategy. Customers are engaged in sustainability matters through communications e.g. at their website and campaigns. (Thomas Cook Group 2014, 4, 7, 9.)

Aurinkomatkat is part of the Finnish Finnair Group. The national airline Finnair and tour operator Aurinkomatkat have signed the Helsinki Declaration stating their commitment to sustainable tourism developments. Finnair is a member of the international Sustainable Travel Leadership Network. (Finnair Group 2014, 24.) Environmental and responsibility facts and figures are reported but concern mainly air carrier Finnair business operations.

Sudtours Vliegvakanties was included into the Dutch Sundio Group in 2008 (Sundio Group a). Sundio Group Netherlands is part of seven national Sundio branches i.e. in Spain, supported by a central management office in Switzerland (Sundio Group b). The Dutch Sundio Group aids the environmental program of the Dutch tourism suppliers association ANVR and raises awareness among tourists about tourism activity impacts on Planet, People and Prosperity impacts at the Sundio Group website (Sundio Group c).

The trend of large international group owned national tour operators bring it advantages and harms. (Multi) national tour operating groups have often as positive aspect the availability of financial reserves and human resources facilitating commitment to sustainability practices. The international network enables the integration of sharing good sustainable methods among countries and businesses. Disadvantages may be unequal revenue share and standardization of facilities and operations. The powerful position of major transnational tour operating groups involves the risk of harmful adjustment by the host community to their requirements.

The studied Dutch and Finnish mass tour operators are presented in the next part.

### 5.2.1 TUI (ARKE) and Finnmatkat, part of TUI Group

TUI Netherlands operates according Corporate Social Responsibility principles and a sustainability policy. The policy consists of the pillars Anchoring, Destinations, CO2 footprint, Customers and Colleagues. TUI communicates to focus on holidays with respect for people, animals and nature. Furthermore they want to be a role model. (TUI 2015a.)

TUI states to feel co-responsible for sustainability developments at the holiday destination. Their sustainability policy has a goal to reduce the environmental impact of their activities to a minimum, respect for the host community and customs at the holiday destination and to have a positive economic on the local society (TUI 2015b.)

TUI says to aim for an increase of supply of sustainable destinations. Accommodations contracts contain sustainability guidelines, but host suppliers are also stimulated to obtain an ecolabel. The labels Quality Coast award for coastal towns and islands as well as Blue Flag are considered in the selection of destinations. TUI arranges its excursion in accordance with the Global Welfare Guidance for Animals in Tourism. (TUI 2015c.)

TUI has the Travelife Sustainability Certified Label for tour operators, meeting the GSTC criteria and additional to the mandatory (environmental) requirements of the travel trade association ANVR on sustainable tourism. TUI received in 2012 the Fair Trade Tourism Certificate for the sales of Fair Trade Tourism. (TUI 2015d.) TUI Netherlands has its own airline TUIfly airlines operating the flights of their package holidays and granted with the ISO14001 environmental label (TUI 2015e). TUI wants to make their sustainable holidays accessible by providing relevant and easy to find information. (TUI 2015c.)

TUI package holidays by air carrier summer 2016 studied destinations are Kos, Crete and Rhodes in Greece and Mallorca, Costa del Sol and Benidorm at the Costa Blanca in Spain.

Finnish tour operator Finnmatkat (FM) was founded in 1964 (SMAL AFTA 2013, 19). FM is the largest tour operator in Finland with a market share of 29, 2% in 2014 (SMAL AFTA 2014). FMs vision is to provide the customers a memorable holiday experience with package holidays having best possible environmental sustainability, respect for the destinations culture and beneficial for the host society (Finnmatkat b). Sustainability engagement is expressed in the slogan: Sustainable Holiday journey. (Finnmatkat c) The tour operator aims to promote 'greener' holidays and to inspire tourism customers to responsible behavior (Finnmatkat e). FM cooperated in the Tour Operators Initiative for Sustainable Developments in Tourism since 2000 (Finnmatkat d) and is a member of the Global Sustainability Tourism Council (GSTC) as part of the TUI Group (Finnmatkat g). FM concept hotels

are working according the environmental ISO14001 standards and environmental and social sustainability is shown in GSTC certifications of accommodations. The tour operator has as goal that all partner hotels work according those minimum standards. They recommend also the Travelife Certification system, Biosphere or Earth check.

Air travel transport is operated by TUI Nordics own airline TUI fly Nordic. The airline was granted the ISO14001 certification for the accomplishment with set environmental criteria.

(Finnmatkat c.)

FM package holidays by air transport summer 2016 studied destinations are the Greek islands Kos, Crete, Rhodes and the Balearic island Mallorca in Spain.

### **5.2.2 Tjareborg and Neckermann Reizen, part of Thomas Cook Group**

Finnish tour operator Tjareborg (TB) was established in 1966 (SMAL AFTA 2013, 45). The third largest tour operator in Finland has a passenger market share of 20, 9% (SMAL AFTA 2014). The tour operating business mission is to reduce the negative impacts of tourism while supporting the good side. They communicate their responsibility in social issues at the destination such as minimum wage, good fair working conditions, environmental friendly operations and the use of local labor force and domestic products.

(Tjareborg 2015b.) They chose as strategy to convey environmental issues throughout the whole holiday cycle from planning via booking to holiday enjoyment (Tjareborg 2015k). TB key words in communication in customer relations are transparency and impartiality (Tjareborg j). Thomas Cook Airlines Scandinavia operates charter flights to coastal Mediterranean Europe destinations in Greece and Spain (Tjareborg 201 a).

TB package holidays by flight summer 2016 studied destinations are Kos, Crete and Rhodes in Greece and Mallorca in Spain.

Dutch tour operator Neckermann Reizen (NR) uses their brand Thomas Cook Group (TC) site communications to express their sustainability policy. NR has as vision 100% customer satisfaction which needs to be empowered through an internal code of conduct. The code states to act with integrity and be transparent as well as live up to commitments in contacts with supply and demand stakeholders. (Thomas Cook 2015e.) NR has as mission to organize individualized travel experiences in a sustainable and responsible way (Thomas Cook 2015e). Their strategy is centered around customers with focus on technology and being in touch (Thomas Cook d). NR acknowledges in their sustainability policy the positive and negative impacts of tourism on Planet, People and Prosperity level. The range of tourism effects dependents of supply chain management and the tour opera-

tors own contribution to sustainability developments at the holiday destinations according the NR/TC site. The tour operator works together with the Dutch travel trade association ANVR to achieve a sustainable policy. (Thomas Cook 2015e.)

NR package holidays by air transport summer 2016 studied destinations are Kos, Crete and Rhodes in Greece and Mallorca, Costa del Sol and Costa Blanca resort Benidorm in Spain.

### **5.2.3 Aurinkomatkat, part of Finnair Group**

Finnish tour operator Aurinkomatkat (AM) is founded in 1963 (SMAL AFTA 2013, 14) and has a package holiday market share of 24.2 % in 2014. % (SMAL AFTA 2014). AM website communicates to have a positive corporate vision with focus on quality operations and services. They emphasize on customer involvement and development and renewal of their holiday products. (Aurinkomatkat a.) AMs mission is to develop their tourism practices in an economically viable manner without destroying the environment and local cultures. The tour operator cooperates with tourism industry stakeholders to progress on responsible tourism operations which need to benefit both tourists and the local community at present and in the future. (Aurinkomatkat b.) AMs sustainability policy has as principle that informed tourists are able to make responsible choices and decisions on i.e. environmental at the holiday destination (Aurinkomatkat c). Direct links can be found to (international sites with more information on sustainability in tourism (Aurinkomatkat d). The carrier Finnair operates the flights for AMs package holidays. The airline contributes to environmental sustainability with an eco-efficient fleet, reducing CO2 emissions. AM gives a direct link at the page to read more about aviation's climate impacts (Aurinkomatkat b).

AM package holidays by air summer 2016 studied destinations are Kos, Crete and Rhodes in Greece as well as Mallorca, Costa del Sol and Costa Dorado holiday location Salou in Spain.

### **5.2.4 Sudtours Vliegvakanties, part of Sundio Group**

Dutch tour operator Sudtours (ST) was established as family business in 1981 (Sudtours 2015a). ST has implemented the obligatory ANVR environmental program with objectives to reduce the negative impacts their products and services may cause on the Planet. The objectives are divided into transport, accommodation, entertainment, information and environmental management. ST recognizes that tourism is for many countries of importance as contributor to the domestic economy, but also for socio-cultural developments. They



acknowledge the essence of sustainability in tourism for improving welfare, society, environment and nature preservation. (Sudtours 2015b.) As customer of the ANVR tour operator tourists should feel co-responsible for all involved in the tourism chain and make their contribution to sustainability developments (Sudtours 2015c).

ST package holidays by air transport summer 2016 studied destinations are Kos, Crete and Rhodes in Greece and Mallorca, Costa del Sol and Costa Blanca holiday location Benidorm in Spain.

### **5.3 Research findings Planet, People and Prosperity**

The study findings are presented in this section. The discoveries are structured according the Planet, People and Prosperity levels per tour operator, mentioning the communication elements informing, coaching, and sharing at each level. The sales text outcome of integration at environmental, socio-cultural and economic sustainability levels is reported after this part. The numbered findings are marked in table 3 at the end of the subchapter with no findings marked as X.

At Planet level TUI (1) informs and explains customers the difference between ecotourism and sustainable tourism with the latter having a broader perspective. TUI (2) informs on the Travelife Certification Scheme and GSTC recognized ecolabel at accommodations which have solar panels and solar water heaters, recycle, reuse and irrigation practices. They inform customers that these practices might not always be visible for them such as less deep swimming pools to save water. TUI (3) informs customers on water and energy use with e.g. a three years comparison of facts and figures on reduction of CO2 footprint and average emission per kilometer. The airline TUIfly (4) has reduced CO2 emissions, waste, explores biofuel use and uses renewable products. (TUI g). Finnmatkat (5) informs customers that small scale hotels might not be more ecological than large hotels with e.g. better opportunities to save water and waste disposal system (Finnmatkat e). FM (6) informs customers that their package holidays flights have an occupancy rate of 99,5% (Finnmatkat f). FM (7) site page on certification schemes and eco labels informs hotels to make use of energy saving lamps and water heated by solar energy (Finnmatkat e). Tjareborg (8) informs on their consideration and concern of wildlife and animal wellbeing in extensive information on their online site. TB (9) points on enlarged risk of forest fires in the summer months in the Mediterranean region. (Tjareborg 2015i.) TB (10) gives information on waste reduction measurements of their air carrier Thomas Cook Airlines Scandinavia. The remained waste 75% is reused for energy production. (Tjareborg 2015 f.) Neckermann Reizen (11) informs customers on the environmental impacts of littering,

risk of forest and bush fires in warm, dry regions. (Neckermann 2015 e) Sudtours (12) informs that tourism is often of great importance for economy, society and culture with the power to improve welfare, wellbeing and environment. (Sudtours 2015b).

At Planet level TUI (13) coaches customers with tips and advices on environmental behavior (TUI c). FM (14) coaches tourists on conscious behavior during the whole holiday purchase process with i.e. online reservations recommendation and brochure recycling (Finnmatkat f). FM (15) steers tourists for sensible use of water and energy, pointing on the lack of fresh water at many sunny destinations (Finnmatkat e). Tjareborg (16) communicates rules and regulations to tourists in buying souvenirs with (parts) of animals or plants (Tjareborg 2015 i). Neckermann Reizen (17) urges customers not to take along or buy gifts from natural origin, specifically endangered species of flora and fauna. NR (18) customers are coached to recycle whenever possible, take a quick shower instead of bathing reuse towels and turn off air-conditioning and lights when leaving the room. NR (19) encourages using local transport or the rent of a bike. (Thomas Cook 2015e.) The codes of conduct of Aurinkomatkat (20) comprise e.g. conscious water and energy use, keep water and land clean and protection of plants and animals (Aurinkomatkat d). Sudtours (21) coaches tourists to do their bit in the code of conducts by e.g. use marked hiking trails, no littering in nature and urban areas, use of Blue Flag beaches ST (22) stimulates to take a shower instead of water consuming bathing with educational aspect warning for lack of water also at Mediterranean European destinations (Sudtours 2015b).

At Planet level TUI (23) shares participation in projects linked to tourism nature protection and animal welfare with sponsorships and donations. (TUI f.) FM (24) mentions organization battling climate change with possibilities to compensate air traffic pollution (Finnmatkat e). FM (25) shares co-operation with animal welfare organizations and participation in environmental projects at Mediterranean Europe (Finnmatkat a). FM (26) takes share in the cooperation with host entrepreneurs and training of staff in environmental sustainability (Finnmatkat c). Tjareborgs (27) annual Beach Cleaning Day in cooperation with the Blue Flag organization is shared with their customers who are also encouraged to partake in the action (Tjareborg 2015i). TB (28) shares cooperation with the GreenSeat organization to compensate air pollution in climate improvement projects (Tjareborg 2015 g). TB (29) tells on collaboration on environmental developments with their own accommodation chains, host entrepreneurs and local authorities at the destination (Tjareborg 2015h). Aurinkomatkat (30) takes responsibility for the Planet level at the holiday destination, cooperation with environmental groups, experts and local governmental organizations as well as with contracted accommodation and airlines (Aurinkomatkat d). The AM (31) site page 'from words to deeds' mentions the support of charities and projects e.g. aid

to a pet animal shelter at Crete and stimulates customers to donate food and used towels. (Aurinkomatkat d.) AM (32) package holiday airline Finnair shares in care for the environment with fossil fuel efficient aircrafts (Aurinkomatkat c). Sudtours (33) shares on their support of climate change action organization GreenSeat and customers are encouraged to donate to forest protection projects as air pollution compensation. ST (34) shares on their aid to the WWF souvenir campaign 'look, look, do not buy plants and animals: too good for a souvenir' and motivates tourists to donate or take part in WWF projects (Sudtours 2015b).

At People level TUI (35) informs that staff members have equal rights and they do not allow discrimination (TUI 2015c ). FM (36) informs to stimulate long term commitment of host entrepreneurs especially with regard to social sustainability (Finnmatkat g). TUI (37) coaches to respect the host country and its inhabitants by e.g. observation of dressing codes and ask a person's permission when taking a picture (TUI g). Finnmatkat (38) coaches customers to use local transport and at the same experience local community life (Finnmatkat e). FM (39) advises in cooperation with UNESCO to travel outside the high season with given advantage more change on interaction with the local community. (Finnmatkat e.) Tjareborg (40) reminds tourists on gift export prohibition form historical or cultural sites (Tjareborg 2015i). Neckermann Reizen (41) steers customers to respect norms and values of the host community with regard to dressing habits and cultural customs. NR (42) advises 'to meet in the middle' when bargaining in the buying process (Thomas Cook 2015e). AM (43) communicates in coaching customers on social sustainability with respect for local culture and its inhabitants (Aurinkomatkat d). Sudtours (44) coaches similar emphasizing on respect in e.g. dressing habits (Sudtours 2015b).

The People level with sharing element shows that TUI (45) has established a TUI Care Foundation with aim to contribute to the holiday destinations together with customers. Autumn 2015 the campaign was not launched yet. (TUI 2015g) Tjareborg (46) shares taking social sustainability practices in e.g. labor conditions and good, safe working surroundings (Tjareborg 2015 b).

The Prosperity level with the communicative element informing was found only with TUI (47) telling that food products for restaurants and bars are purchased at local entrepreneurs (TUI 2015g).

Prosperity with coaching elements were found with TUI (48) coaching tourists to visit and enjoy local gastronomy as it preserves the culture and local economy (TUI 2015g). Finnmatkat (49) coaches also to use local produced food and products. (Finnmatkat i). Neck-

ermann (50) stimulates the purchase and use of locally produced goods and host services i.e. local bars and restaurants. NR (51) motivates to support local (social) charity projects. (Thomas Cook 2015e.) Sudtours (52) coaches to shop local and taste the local dishes to give an impulse to local employment and income. ST (53) stimulates to plan a holiday outside the peak season (Sudtours 2015b).

At Prosperity level TUI (54) shares in customer relations that they work together with local Destination Management Companies for practical arrangements, excursions and entertainment (TUI 2015f). TUI (55) donates money and invests in sustainability projects at the holiday destination (TUI 2015g). Tjareborg (56) communicates that Thomas Cook Airline serves Fair Trade coffee, tea and fruit juices (Tjareborg 2015 f). Sudtours (57) tells their representatives to work together with local entertainers to ensure their gain from the tourism industry according the site text (Sudtours 2015d).

The sales text of the Dutch and Finnish mass tour operators are studied on clear mentions of the sustainability communications Planet, People and Prosperity. The text has been explored per destination for each tour operator with findings presented in this order. Search options have been used to find package holidays with best opportunities for sustainability results. The following search options have been used when applicable. The TUI sales text (Kos, Crete, Rhodes and Mallorca, Costa del Sol and Costa Blanca beach town Benidorm) have been studied using the search options for sustainable accommodations and next to beach. Finnmatkat sales pages (Kos, Crete, Rhodes and Mallorca) were searched for holidays with options best location, small and cozy and affordable family option and situated within 300 meters of the beach. Tjareborg package holiday sales text (Kos, Crete, Rhodes and Mallorca) has been explored using the search selection eco labeled and near the shoreline. Neckerman Reizen web sales (Kos, Crete, Rhodes and Mallorca and Costa del Sol) had as search options accommodation type (hotels and apartments) and catering services. Aurinkomatkat selected search options (Kos, Crete, Rhodes and Mallorca, Costa del Sol and Costa Dorado destination town Salou) were beach holidays with the symbols 'genuine local' 'solar power' and 'affordable discovery'. Sudtours search (Kos, Crete, Rhodes and Mallorca, Costa del Sol and Costa Blanca destination town Benidorm) was made with the choices sun holiday near the beach. The findings are presented in a descriptive, summarized manner.

Destination Kos TUI findings: Kos City apartments\*\*\* (Finnish and Dutch customers) Travelife Gold Sustainability label with explanatory text measures on water, energy and waste reduction. Facilities: two sweet water outdoor swimming pools. Psalidi hotel\*\*\*\*\* (breakfast to all-inclusive) has a Travelife Gold label with facilities five salt and sweet wa-

ter pools, wellness center. Psalidi hotel\*\*\*\*+ Mediterranean style construction, facilities two outdoor sweet water swimming pools, private beach. (TUI Kos.) FM findings in Psalidi are small and cozy aparthotel FFF with facility large swimming pool surrounded by flower vegetation. Tigaki best location hotel FFF recommends beach (at 200 meters) with rental parasols and sunbeds and palm trees surrounded swimming pool. Tigaki affordable option hotel FF (breakfast) is a basic family run without swimming pool. (FM Kos.) TB findings Kos City hotel\*\*+ family owned hotel use of swimming pool of neighboring hotel. Kos City apartment\*\*\*, family owned Greek interior style, serves Greek food, Greek entertainment in a green surrounding. Kos City hotel\*\*\*\* next to beach with swimming pool and spa facilities in hotel in vicinity. (Tjareborg Kos.) NR Tigaki hotel\*\*\*\* (half board) has a swimming pool in garden, beach distance 20 meter. Kos City apartments\*\*\* are small scale with Greek hospitality, green surroundings. Psalidi hotel\*\*\* (breakfast), peaceful located and orderly. Bicycle rent available at all three accommodations. (Neckermann Reizen Kos.) AM Tigaki genuine local hotel\*\*\* Greek owned, Greek style interior decoration and apricot and olive trees garden surrounding, near nature park. Kos City genuine local aparthotel \*\*+ shopping, food and drink facilities close by. (Aurinkomatkat Kos.) ST destination Kos findings: Kardamena hotel\*\*\* family run with Greek food specialties. Tsigaki apartments \*\*+ sweet water swimming pool, bicycle rent available. (Sudtours Kos.)

Destination Crete TUI findings are: Agios Nikolaos hotel\*\*\*\* ISO14001 and Travelife Gold labels, salt water pool and private peninsula location. Rethymnon hotel\*\*\*\* (breakfast to all-inclusive) with not specified sustainability label. Elounda hotel\*\*\*\*\* has salt water pools. (TUI Crete.) FM Platanius aparthotel FFF+ with small and cozy symbol is locally owned, basic Cretan style interior decoration with small swimming pools and surrounded by olive trees and vegetation. In Gerani small and cozy apartments FF+ Cretan home style with sweet water swimming pool next to beach. Outer skirts Chania aparthotel FFF+ FM best location category as beach at 10 meters, short walking distance Chania old town and harbor. (FM Crete.) TB Crete findings Platanius hotel\*\*\*\* bicycles rent to get acquainted with nearby surrounding, good for own wellbeing and the environment, Chania shopping and food experiences informed by local bus transport or taxi. Agia Marina hotel\*\*\*\* next to shoreline with shared swimming pools next door hotel. Makrighalos Travelife Gold hotel\*\*\*\* has five swimming pools and located next to beach. TB recommends to also visiting restaurants and shops in the village. (Tjareborg Crete.) NR Agia Pelagia apartments (breakfast) \*\*\* are small-scale. Diner or all-inclusive can be booked, served in the next door tavern. Elounda hotel\*\*\*\* (half board) mentions gastronomic delights of the Asian restaurant as special feature, Mediterranean buffet restaurant at premises too. Stalis apartment \*\*\* (board only) with traditional tavern at premises. (Neckermann Reizen Crete.) AM offers in Platanius Cretan family run apartments \*\*+, small scale and

in Elounda hotel \*\*\*\* Cretan traditional village style, surrounded by large green flower garden. Agia Marina genuine local aparthotel\*\*\*+ as surrounded by residential habitation, taverns and olive trees, beach distance 350 meter with free transport. (Aurinkomatkat Crete ) ST sales text findings Crete Anapolis apartments\*\*\* (board only) small scaled local owned with beverages available in own bar and recommendation to eat in village. Chersonissos hotel\*\*\* (half board) is privately owned with recommendations for food experiences in the neighborhood and take local excursions. Fisherman village Bali Greek design aparthotel \*\*\*is family run. ( Sudtours Crete.)

Destination Rhodes TUI displayed in Trianti hotel\*\*\*\*+ high building with in-and outdoor swimming pools. Kolymbia hotel\*\*\*\*\* is located in a bay in urban area with wellness facilities. (TUI Rhodes.) FM Ixia small and cozy (apart)hotel FFF+ (board only) Greek family owners organizing Greek music and songs at premises. Rhodes city hotel FFF+ has a small pool garden with Greek tavern and bar. Rhodes City small and cozy hotel FF+ offers snack bar food service, used by hotel guests and the local community. (Finnmatkat Rhodes.) TB findings at outer skirts Rhodes City hotel\*\*\*+ is Travelife Gold awarded, located in large garden and mentions local bus transport or car rent to visit Rhodes city. Faliriki hotel\*\*\*\* facilities are a large swimming pool area, wellness center and fitness center. Same place hotel\*\*\*\* has Travelife Gold label and large outdoor swimming pool, indoor spa center, daily cleaning. (Tjareborg Rhodes.) NR displays in Triánta apartments\*\*\* Greek style with free use of bicycles. Rhodes City high building hotel\*\*\* is next to beach with small swimming pool able to heat. Ixia Carbean atmosphere hotel\*\*\*\* offers a very large scenic subtropical saltwater swimming pool (partly sweet water) spacious garden. Food corners around pool area. (Neckerman Reizen Rhodes.) AM Falikiri apartments\*\*\* are family owned and Rhodes City hotel \*\*\* informs on restaurants, cafés and shops in vicinity (Aurinkimatkat Rhodes). ST findings are in Falikiri apartment\*\* with use of neighboring hotel outdoor swimming pool. Ixia hotel\*\*\*+ has (participative) entertainment e.g. Greek folkloristic dance performances. Lindos hotel \*\*\*\*\* has free air conditioning, daily bedlinen cleaning and constructed with natural materials mentions local bakery. (Sudtours Rhodes)

At destination Mallorca TUI Cala d'Or apartments\*\*\* two outdoor swimming pools and (not specified) sustainability label. TUIs good to know informs sauna, whirlpool and indoor pool to be closed mid-June to September. Can Pastilla Travelife Gold hotel\*\*\*\*+ has wellness and fitness facilities, daily cleaning and bicycle rent. Alcudia Travelife Gold awarded hotel\*\*\*\* has 8 swimming pools. (TUI Mallorca ) FM Palma small and cozy hotel FFF with town location is pictured as green oasis in rustic style build at a hillside. Palma Nova best location apartment FFF mentions an international ambiance, nearby supermarket in-

formed. Alcudia small and cozy aparthotel FFF with small swimming pool garden, is located near a Nature Park and new shopping mall. (Finnmatkat Mallorca.) TB offers in Santa Ponsa apartments \*\*\*- in high, large scale building complex daily recreational activities at its premises and use of indoor swimming pool in spring and autumn. Palma Nova hotel\*\* modern style is surrounded by palm trees and oaks. (Tjareborg Mallorca.) NR destination Mallorca Cala d'Or apartments\*\*\* has 5 swimming pools and beach distance 200 meters. Puerto Alcudia aparthotel\*\*\*\* offers two swimming pools in large well kept garden. Santa Ponsa hotel\*\*\*\* is located at the rocks with sea view and has outdoor pools, heated indoor pool until May and wellness center. (Neckermann Reizen Mallorca.) ST Alcudia and Cala Mesquida apartments\*\*\*\*+ with sweet water outdoor swimming pools, heated water indoor pool, sauna, Jacuzzi and Turkish steam bad, daily towels change. (Sudtours Mallorca.)

At destination Costa del Sol TUI displays in Fuengirola hotel\*\*\*\* with recognized a sustainability label, has sweet water swimming pool, heated in the winter season. Torremolinos hotel\*\*\*\* informs on shoreline fish restaurants, pointing real Andalusian food tastes and colors. Marbella hotel\*\*\*\* Travelife Gold awarded is surrounded by subtropical garden with sweet water out and indoor pools. (TUI Costa del Sol.) NR Fuengirola high constructed apartments\*\*\* are next to beach with typical Spanish surrounding such as tapas taverns and orange trees. Benalmadena hotel\*\*\* located at hillside with sea view, beach at 200 meters with a lush garden with two swimming pools. Torremolinos apart hotel\*\* (board only) is small scale Spanish family run in area with shops, small bakeries, taverns and supermarket for own grocery shopping. (Neckermann Reizen Costa del Sol.) AM describes Marbella genuine local hotel\*\* as traditional with green park close by. Fuengirola affordable symbol high aparthotel\*\*\*-is located next to beach. (Aurinkomatkat Costa del Sol ) ST offers in Fuengirola apartment\*\*\* and \*\*\*\* complexes with facilities sweet water heated swimming pools. Marbella aparthotel\*\*\*\* has three in- and outdoor pools, one possible to heat. (Sudtours Costa del Sol.)

For destination Costa Blanca holiday town Benidorm TUI has a high flat building hotel\*\*\* surrounded by garden with swimming pool. Travelife Gold label hotel\*\*\*\* has 3 swimming pools (in and outdoor) and wellness facilities. (TUI Costa Blanca.) TB Benidorm in 2002 newly constructed hotel\*\*\*\* in town center replaced two demolished hotels, has a heated swimming pool (Tjareborg Costa Blanca ). NR Benidorm is excluded from the research as it is not offered as package holiday, but accommodation only (Neckermann Reizen Costa Blanca). ST contracted in Benidorm apartments\*\*\* from the 17<sup>th</sup> floor onwards. Old town located hotel\*\*\*\* serves Spanish and international dishes with bicycle rent for e.g. beach visits at 75 meters. Benidorm outer skirts large, high build hotel\*\* (half board) has Mediterranean and international dishes. (Sudtours Costa Blanca.)

AM Destination Costa Dorado with holiday location Salou is novelty in summer 2016. Aparthotel\*\*\*- has cafeteria and bakery at the premises, local bus transport is recommended. Salou hotel\*\*\* with sweet water pool, sauna and whirlpool, the buffet restaurant serves international and Mediterranean food. Salou hotel\*\*\* is next to beach with two sweet water swimming pools. (Aurinkomatkat Costa Dorado.)

The (non-) findings in the sales texts of each Finnish and Dutch tour operator at Planet (environment), People (socio-cultural) and Prosperity levels are noted down (X) in table 3 and discussed in the final chapter 6.

Table 3: Findings on integration of the sustainability levels Planet (environmental), People (socio-cultural) and Prosperity (economic) divided amongst the communicative elements informing, coaching, sharing and sales text

	<u>TUI</u>	<u>Finnmatkat</u>	<u>Tjareborg</u>	<u>Neckermann</u>	<u>Aurinkomatkat</u>	<u>SudTours</u>
<b>PLANET</b>						
Informing	1,2,3,4	5,6,7	8,9,10	11	x	12
Coaching	13	14,15	16	17,18,19	20	21,22
Sharing	23	24,25,26	27,28,29	x	30,31,32	33,34
Sales text	x	x	x	x	x	x
<b>PEOPLE</b>						
Informing	35	36	x	x	x	x
Coaching	37	38,39	40	41,42	43	44
Sharing	45	x	46	x	x	x
Sales text	x	x	x	x	x	x
<b>PROSPERITY</b>						
Informing	47	x	x	x	x	x
Coaching	48	49	x	50, 51	x	52
Sharing	54,55	x	56	x	x	57
Sales text	x	x	x	x	x	x

The finding results will be processed and concluded in the next chapter. The discussion focuses on the integration progress and balance between the three sustainability levels, comparing the studied mass tour operators in Finland and the Netherlands. Answers and explanations are reflected upon the theory of the thesis.



## 6 Concluding remarks

The research attempted to get insight in the integration progress of the Planet, People and Prosperity in sustainability communications by Finnish and Dutch mass tour operators in customer relations. Basically it can be concluded that tour operators TUI (ARKE), Neckermann Reizen and Sudtours Vliegvakanties in the Netherlands and Finnmatkat, Tjareborg and Aurinkomatkat in Finland have taken the integration process seriously in their sustainability policy.

The results of the sustainability communications study of integration at Planet, People and Prosperity levels show that Finnish tour operator Finnmatkat (TUI Group) has integrated the 3P concept well with focus clearly on Planet level and only one finding at Prosperity level. The Finnmatkat website communicates in a distinct way on sustainability issues without obvious reference to the TUI brand group. The integration of the three sustainability levels in their communications indicates however that TUI Group guidelines are followed to integrate the Planet, People and Prosperity into communications. Finnish tour operator Tjareborg (Thomas Cook Group) communicates in an extensive, narratives style their sustainability policy in customer relations centered on Planet level issues. Finnish tour operator Aurinkomatkat (Finnair Group) customer communications handled most environmental issues (Planet), except one finding at People level. The Finnish mass tour operator communicates on involvement in projects outside Europe e.g. projects on poverty and child support. The thesis sustainability scope is on coastal Mediterranean Europe destinations for which reason Aurinkomatkat did not score at informing and sharing People level. Aurinkomatkat did not receive findings at the Prosperity level as possible communications at this level were very general formulated and left blanks in connections to coastal destinations. The site page was in we spirit style, attempting to create the sense of community as advised by the Finnish ProCom association.

Dutch tour operator TUIs (TUI Group) aims to be number one in pursuing sustainability developments in tourism which is clearly seen in their site communications. The tour operator scores best in integration balance at all three sustainability levels. The recently launched one brand strategy needs to strengthen their position in as sustainability driver which can be seen in the transformation of the ARKE website to a more homogenous sustainability communications of the TUI group. Tour operator Neckermann Reizen (Thomas Cook Group) sustainability web communications is linked to Thomas Cook group pages. The site information is concise with focus on the Planet level. Dutch mass tour operator Sudtours (Sundio Group) has integrated the 3P concept according the guidelines of the Dutch travel trade association ANVR. The one page site sustainability communications

has most emphasis on the Planet level, but also a couple of mentions on People and Prosperity level were found.

The main research inquiry findings are marked as either being Planet, People or Prosperity for its clarity. There are however strong interconnections in the 3P concept which can be seen in e.g. environmental tree planting projects at Rhodes (Finnmatkat) and Mallorca (Tjareborg). Trees are first of all living space for biodiversity (Planet), but the action keeps the islands surroundings attractive for tourists on long term, providing employment (People) and income for the residents at the holiday destination (Prosperity). Another good example is the advice to travel outside the peak season when possible to avoid stress on the environment (Planet) and host community (People) (Dutch Sudtours and Finnish Finnmatkat in cooperation with UNESCO). The advice can be linked to Prosperity too as it provides (more) employment and income in shoulder and low season. This indicates the strong interconnections of the three sustainability levels. The three legged stool metaphor could be used to further 3P integration in customer communications as it taps into the present trend of tourists desire to get well informed and learn more about the holiday destination.

The Planet, People and Prosperity sustainability levels were subdivided in the communicative elements informing, coaching and sharing for research purposes. The idea behind this was to obtain a more holistic insight in the 3P customer communications. The Finnish tour operator Finnmatkat chose communication in coaching at all three levels, followed by informing. The sharing element focus was clearly at Planet level. Tjareborg shows sustainability communicative findings in informing, coaching and sharing at Planet level. At People and Prosperity level coaching and sharing in customer communications were found. Aurinkomatkat website sees strong participation and contribution in environmental projects with three findings at the Planet level (and one in coaching customers).

Dutch tour operator TUI shows a balanced communicative approach at all three P levels. It's the only studied tour operator to have scores at Planet, People and Prosperity in all three communicative elements. Neckermann Reizen informs and coaches customers at Planet level with obvious emphasis in coaching tourists at the People and Prosperity levels. Dutch tour operator Sudtours has balanced sustainability communications at the Planet dimension. The People and Prosperity levels are presented in messages on coaching customers, but the elements informing and sharing were not detected in customer communications.

The challenge in communicating sustainability on Planet, People and Prosperity level to customers is to capture abstract terms of distant destinations in understandable words. It's worth the effort as mass tour operators informing, coaching and sharing good practices can motivate tourism customers' in responsible behavior and engagement in projects at coastal Mediterranean destination. At the same time it stimulates destinations to make efforts in sustainable practices as can be an important selling point. The 3 P sustainability communications had sometimes an overflow of information, especially when it covered several site pages. This easily can cause interpretation and concentration problems in customer relations which lead to missing the sustainable message communicated by the tour operator.

The beach package holiday sales text of Finnish tour operator Finnmatkat makes references to aspects of the three sustainability levels as advised. The best location sign might mean however that the accommodation is built at a hillside or near the shoreline which might cause severe problems at Planet level. Finnish tour operator Tjareborg is most consistent in communicating Planet, People and Prosperity features to customers in their sales text. These features are though contradictory with other facilities and services (e.g. several swimming pools while next to beach, daily cleaning) and communication leaves links to sustainability open for customers understanding. The sales text findings of Aurinkomatkat with the 'genuine local' icon referred to socio-cultural aspects (People level). The Tour Operator Initiative recommendations were followed at this and other two levels, but left much open to the knowledge and interest of the reader to be well informed on sustainability issues at the accommodation premises and destination.

Dutch tour operator TUI has not received marks for 3P sustainability communications, despite good attempts to inform customers, in particular at Planet level through ecolabel and certification schemes. TUI shows the Travelife label at the bottom of the sales text page when applicable and gives a short (standardized) environmental practices explanation. Suggestions are made nevertheless with own interpretation of doing good at each of the three levels. TUI tells however that not all sustainability measurements being visible for customers (e.g. use of solar panels). Neckermann Reizen mentions a couple of aspects beneficial for environment (Planet), host community (People) and income, but it can easily be understood by customers as adding to their personal holiday experience. Sudtours appears to be the most conventional beach package holiday provider of the six invested mass tour operators which can be seen in their sales text. Three P suggestions are made, but appeal basically to the senses and enjoyment of the holiday.

The Planet, People and Prosperity levels have been left unmarked (X) due to contradictions in the offered accommodation location, facilities and/or services. The sales text of all Finnish and Dutch tour operators does mention stimulate or steer experiences with hints linked to a sustainability level. This is according the Tour Operators Initiatives' recommendation to write brief, positive and action-driven, careful avoid making tourists feel guilty (TOI 2006, 38). Text should be more specific and informative on Planet, People and Prosperity level to fulfill the sustainability communication criteria in this thesis. The sales text left too much open to the knowledge and interest perspective of customers to be called truly sustainable.

The main conclusion is that the sales text of large scale beach package holidays are still portrayed focusing on visual aspects and senses. The sales text information on experiencing and exploring can be more interpreted by customers as additions to the personal holiday experiences than engagement in environmental, socio-cultural and economic sustainability. The text leaves blanks to the understanding of the customer and is doubtful to deliver the sustainability message. The sales texts of all six Dutch and Finnish mass tour operators missed clarity and still needs improvements to be integrated part of tour operators sustainability communications.

Finnish and Dutch mass tour operators show a similar degree in integration of the three sustainability levels Planet, People and Prosperity. The main difference is that Dutch tour operators TUI and Neckermann follow in their sustainability communications the guidelines of the tour operating group or have their sustainable tourism site page linked to the group. Sudtours has chosen to communicate according the guidelines of the Dutch travel trade association ANVR (Sudtours). This might also explain the differences in ways of presenting and communicating the 3P sustainability issues at their websites. Finnish tour operators Finnmatkat, Tjareborg and Aurinkomatkat differ from their Dutch business colleagues in their own descriptive style of sustainability communications. The facilitating role of Finnish travel trade association SMAL AFTA is not clearly visible at their websites. They do communicate information and guidelines from (non) governmental stakeholders such as UNESCO.

The Planet level (environment) still gets most attention in sustainability customer communications in both Finland and the Netherlands. This might have dual reasons: the tour operating business core is visibly attractive and clean surroundings, essential to sustain for future business operations at the holiday destination. Second reason is that reduction in water and energy use means also money savings for the tour operator. At People level the finding results are evenly distributed among Finnish and Dutch tour operators. They

seem to be aware that interaction with the host community can have positive or negative impacts on the holiday experience of the tourists. At Prosperity level Dutch TUI is the only tour operator to collect findings in the communicative elements informing, coaching and sharing. This can be explained by the strong sustainability business strategy of the TUI Group, communicating determination to carry out sustainability in tourism holistically. Mainly it can be concluded that the globalization has minimized the differences in sustainable business policies. The already existing cooperation's between (international) businesses with the support of associations and governmental organizations has resulted in adaption of similar sustainability practices in both Finland and the Netherlands.

The Dutch and Finnish mass tour operators have all recognized the importance of the integration of Planet, People and Prosperity sustainability for maintenance of an attractive, safe holiday surrounding. Customers are involved in the process with information to raise awareness and participate in doing their bit. This fact is shown in tour operators' efforts to convince their customers of a good sustainability policy. Destinations are engaged and stimulated in sustainability operations as sustainability integration is only possible when implemented throughout the tourism supply chain. Finnish and Dutch tour operators are very conscious of the essence of a robust, integrated sustainability in tourism for a good business balance. Sustainability in tourism is in progress for their part.

### **6.1 Research quality control**

The foundations of research are validity and reliability. The terms represent a final quality control of the study. This is in particular important in comparative research as it has the risk to be too subjective. Reliability points at the connection of descriptions and interpretations overtime (Bruhn Jensen 2012, 295.) The thesis reliability has been enhanced with a thorough literature and data construction (Routio 2007) to give a solid, versatile background for the research concluding remarks. Baseline in the collection of material has been literature with viewpoints of different stakeholders in the tourism industry: documents and web information from tour operators and supportive travel associations, governmental data and statistics, research, media, environmental and social justice groups as well as academic books. Many sources used handle sustainability in tourism from a European perspective. The used literature publication dates range from the 90ties of last century until this year 2015. This is a deliberate choice as it enables to show the progress in knowledge and developments throughout the past decades.

Validity refers to the competence and trustfulness of the research tools used (Bruhn Jensen 2012, 295-296). First of all the sustainability policy sites of tour operators are selected

for research as they can be seen as the tour operators' business presentations. The sales text has been written for primary commercial purpose. The three lenses approach has been decided to use as it enables to look upon findings from different interpretative perspectives. The central first lens as researcher was critical and careful reading for a proper understanding. The second lens is working experience in this particular tourism field. The third lens is own travel and tourism experiences as backpacker, self-composed holiday packages as well as sun-sea-beach package holiday customer to coastal Mediterranean beach destinations in Spain and Greece. The approach was chosen to avoid a one-sided explanation of Planet, People and Prosperity communication findings and be able to see the bigger picture.

The main personal observation during the thesis writing process was the complexity of the sustainability topic due to the many facets and interpretations. The personal interest in the topic was sometimes too an obstacle to stay into certain set borders. Literature and data on the sustainability levels Planet, People and Prosperity needed careful studying for their relevance for the thesis study. Already written chapters needed from time to time updates to be in line with other thesis contents. Communication management and comparative methodology are topics with own specific features in which expertise comments were at times greatly missed. Good sources were essential to overcome these hindrances. The comparative research method is in sources mostly handled from the social science viewpoint. Therefore the methodology is less backed up with literature than intended as hardly any was applicable directly to comparative research in tourism. The sparring meetings with thesis mentor Mia Tarhanen were a necessary moments to keep the writing process on track as thesis reporting easily causes blind spots. The suggestions and support were vital for the final thesis result.

Further research could be done on the integration of the five sustainability levels Planet, People, Prosperity, Partnership and Peace by tour operators' overtime.

## **6.2 Way forward**

The intermediary role of tour operator gives good opportunities to promote sustainability in tourism. Finnish and Dutch tour operators' communications of the sustainability levels Planet, People and Prosperity is on track, but has room for improvements.

Finnish and Dutch tour operators use certification schemes and ecolabels to inform customers on environmental and social practices at their accommodations. The labelling problem is the wide range of quality standard criteria, free to apply or compulsory, some

free of charge others obtainable only when paying a substantial fee. This makes it difficult for tourism customers to know if the label or award genuinely signifies sustainability qualities and to which degree. ( Kalmari & Kelola 2009, 56.) The impact of Sustainable Development Indicators (SDIs) might remain low also, if they do not appeal to the values and concerns of the potential users, the tourists. The indicators should for that reason have a practical story to relate to. (Kalmari & Kelola 2009, 26-27.)

The results of the EC surveys made evident that Dutch and Finnish tourists are increasingly interested in the natural scenery and culture at destinations in Greece and Spain. The present trend of sharing knowledge and information gives opportunities for tour operators to engage their customers by telling the story behind the holiday experience at the destination. Communication expresses trends in a society using fashionable- or buzz words. Present buzz words as quality, authenticity and experience ought to be used in sales text as sustainability communications have good chance to reach target, when it evokes a spark of recognition or understanding with tourists (Travelife 2012b, 91). The sales text could be written with brief, specific content at each Planet, People and Prosperity level in facilities, products and entertainment. Tour operators already (partly) use eco-labels or symbols, which could be linked to their sustainability policy pages for more detailed information of the sustainability levels (e.g. AM 'genuine local' symbol linked to site page on socio-cultural sustainability). Thus the tour operator avoids information overflow or distracted customers. The label or symbol is advised to place at the top of the sales presentation page for easy recognitions and access. Planet, People and Prosperity sustainability should emphasize on quality of the holiday experience: more joy, more happiness, more tranquility, more security and greater holiday experience satisfaction (Andrews & Urbanska 2010, 179).

The current EU crisis might well be a catalyser or hindrance in sustainability in tourism. The effects may be a search for refreshing business concepts or the reverse: lack of human and financial resources, emphasis on the routines of business as usual with low priority to sustainability issues. This might cause the risk sustainability in tourism to become a concern for later. Contrary, the financial and economic crisis gives the opportunity to look into new business opportunities. The increase of tourism suppliers joining forces in partnerships is besides cost effective, also a chance to accelerate sustainability in tourism. Partnerships can take up the challenge to apply the sciences on sustainability developments in the tourism field.

The key supply-demand rule is applicable also to sustainability in tourism: the more environmental friendly, social and economic sustainable holidays are offered, the more it will

be demanded until it becomes main stream. Determined integration of sustainability communications on Planet, People and Prosperity level might empower UNESCOs' prophecy that sustainable tourism has the ability to become popular and common practice in the tourism industry in the nearby future (Fien, Calder & White 2010).



## References

Aamulehti 9.1.2015. Lomamatkaennuste paljastaa: näin suomalaiset matkustavat vuonna 2015. Tampere. URL:

<http://www.aamulehti.fi/Matkailu/1194952423439/artikkeli/lomamatkaennuste+paljastaa+nain+suomalaiset+matkustavat+vuonna+2015.html>. Accessed: 15.9.2015

abc Mallorca 2015. Mallorca's Blue Flag beaches. Mallorca news. URL: <http://www.abc-mallorca.com/blue-flag-beaches-mallorca/>. Accessed: 29.9.2015.

Andrews, C. & Urbanska, W. 2010. Inspiring People to See That Less Is More. In World-watch Institute. 2010. State of the World 27<sup>th</sup> edition. Transforming Cultures from Consumerism to Sustainability. pp. 178-184. Earthscan. London.

ANVR a. Sustainable Tourism. Dutch Federation of Travel Organizations. URL: <http://www.anvr.nl/sustainable-tourism/>. Accessed: 27.7.2015.

ANVR b. About the ANVR. Dutch Federation of Travel Organizations. URL: <http://www.anvr.nl/about-the-anvr/>. Accessed: 28.7.2015.

ANVR c. Tips en adviezen voor reizigers om een steentje bij te dragen aan duurzaam toerisme. pdf. Algemene Nederlandse Vereniging van Reisondernemingen. URL: <http://www.anvr.nl/nieuws/tips-en-adviezen-om-als-reiziger-een-steentje-bij-te-dragen-aan-duurzaam-reizen-15505/>. Accessed: 28.7.2015.

ANVR & MVO Nederland. 2013. Toekomst Visie op Toerisme 2025. Algemene Nederlandse Vereniging van Reisondernemingen. Maatschappelijk Verantwoord Ondernemen. URL: [http://www.anvr.nl/\\_upload/NewsFiles/4\\_\\_Toekomstvisie\\_2025\\_-\\_ANVR-2308-2547.pdf](http://www.anvr.nl/_upload/NewsFiles/4__Toekomstvisie_2025_-_ANVR-2308-2547.pdf). Accessed: 27.7.2015.

Aurinkomatkat a. Company Profile. URL: <http://www.aurinkomatkat.fi/yritysinfo/company-profile>. Accessed: 5.10.2015.

Aurinkomatkat b. Kestävä matkailuun liittyviä linkkejä. URL: <http://www.aurinkomatkat.fi/yritysinfo/kestava-matkailu/kestavaan-matkailuun-liittyvia-linkkeja>. Accessed: 5.10.2015.

Aurinkomatkat c. Kestävä Matkailu Aurinkomatoilla. Finnair. URL:  
<http://www.aurinkomatkat.fi/yritysinfo/kestava-matkailu>. Accessed: 5.10.2015.

Aurinkomatkat d. Mitä sinä voit tehdä. Muista ympäristö myös lomalla.  
URL: <http://www.aurinkomatkat.fi/yritysinfo/kestava-matkailu/mita-sina-voit-tehda>. Accessed: 5.10.2015.

Aurinkomatkat e. Sanoista tekoihin. URL: <http://www.aurinkomatkat.fi/yritysinfo/kestava-matkailu/sanoista-tekoihin>. Accessed: 5.10.2015.

Aurinkomatkat Crete. Kreetta. Kreetta on täydellinen saari lomanviettoon. Finnair. URL:  
<http://www.aurinkomatkat.fi/kreikka/kreetta/kohteet-ja-hotellit/hotellit>. Accessed: 13.10.2015.

Aurinkomatkat Costa Dorada. Salou. Kiireetöntä rantalomailu vihreässä lomakaupungissa. Finnair. URL: <http://www.aurinkomatkat.fi/espanja/salou/hotellit>. Accessed: 13.10.2015.

Aurinkomatkat Costa del Sol. Costa del Sol. Tie vie aurinkoon. Finnair. URL:  
<http://www.aurinkomatkat.fi/espanja/costa-del-sol/kohteet-ja-hotellit/hotellit>. Accessed: 13.10.2015.

Aurinkomatkat Kos. Kos. Loma rauhallisessa maalaisympäristössä. Finnair. URL:  
<http://www.aurinkomatkat.fi/kreikka/kos/kohteet-ja-hotellit/hotellit>. Accessed: 13.10.2015.

Aurinkomatkat Rhodes. Rodos. Varaa aurinkoinen loma Rodossella. Finnair. URL:  
<http://www.aurinkomatkat.fi/kreikka/rodos/kohteet-ja-hotellit/hotellit>. Accessed: 13.11.2015.

Blue Flag. Beaches. The Foundation for Environmental Education. FEE International. URL: <http://www.blueflag.org/menu/criteria/beaches>. Accessed: 28.9.2015.

Broek van den, B. 2012. Natuur zonder subsidie. Real Issues. Perspectives on real estate and land use. 12 March 2012. URL: <http://realissues1.wordpress.com/2012/03/12/natuur-zonder-subsidie/>. Accessed: 17.7.2015.

Bruhn Jensen, K. 2012. A Handbook of Media and Communication Research. Qualitative and Quantitative Methodologies. 2<sup>nd</sup> ed. Routledge. London.

Cavagnaro, E.& Curiel, G. 2012. The Three Levels of Sustainability. Greenleaf Publishing Ltd. Sheffield. UK.

CELB, CORAL & TOI. A Practical Guide to Good Practice. Managing Environmental Impacts in the Marine Recreation Sector. The Center for Environmental Leadership in Business, the Coral Reef Alliance and Tour Operators Initiative for Sustainable Tourism Development. URL:  
<http://www.toinitiative.org/fileadmin/docs/publications/MarineRecreationGuide.pdf>. Accessed: 29.9.2015.

CELB & TOI 2004. Supply Chain Engagement for Tour Operators. Three Steps toward Sustainability. 1<sup>st</sup> ed. Tour operators Initiative for Sustainable Tourism Development and the Center for Environmental Leadership in Business URL:  
<http://www.toinitiative.org/fileadmin/docs/publications/SupplyChainEngagement.pdf>. Accessed: 5.9.2015.

Christiani, K. 2014. Mallorca. 3<sup>rd</sup> ed. Lonely Planet Publications Pty Ltd.

Davidson, R. 1992. Tourism in Europe. Pitman Publishing. London. UK.

EC 2007. Action for More Sustainable European Tourism. Report of the Tourism Sustainability Group. February 2007. URL:  
[http://ec.europa.eu/enterprise/sectors/tourism/files/docs/tsg/tsg\\_final\\_report\\_en.pdf](http://ec.europa.eu/enterprise/sectors/tourism/files/docs/tsg/tsg_final_report_en.pdf). Accessed: 24.9.2015.

European Commission 2014. Flash Eurobarometer 392. Preferences of Europeans towards tourism. Extra Analyses pdf. February 2014. TNS Political & Social. Director-General for Communication. URL:  
[http://ec.europa.eu/enterprise/sectors/tourism/eurobarometer/index\\_en.htm](http://ec.europa.eu/enterprise/sectors/tourism/eurobarometer/index_en.htm). Accessed: 25.9.2015

European Commission 2015. Flash Eurobarometer 414. Preferences of Europeans towards tourism. March 2015. TNS Political & Social. Director-General for Communication. European Union. URL: [http://ec.europa.eu/public\\_opinion/flash/fl\\_414\\_en.pdf](http://ec.europa.eu/public_opinion/flash/fl_414_en.pdf). Accessed: 26.9.2015.

European Union 2006. Sustainable Tourism as a Factor of Cohesion among European Regions. Committee of the Regions. European Communities. Brussels. Belgium.

Eurostat 2015. Unemployment statistics. Statistics Explained. August 2015. URL:  
[http://ec.europa.eu/eurostat/statistics-explained/index.php/Unemployment\\_statistics](http://ec.europa.eu/eurostat/statistics-explained/index.php/Unemployment_statistics). Accessed: 29.9.2015.

Fair Trade Tourism 2015. What is Fair Trade Tourism? For travelers. URL:  
<http://www.fairtrade.travel/content/page/what-is-fair-trade-tourism>. Accessed: 20.7.2015.

Fair Trade Tourism & Hagedoorn 2013. Consumer Segmentation Fair Trade Tourism: the Netherlands. 31.5.2013. Belgian Development Agency. URL:  
[http://www.fairtrade.travel/uploads/files/Consumer\\_Segmentation,\\_Fair\\_Trade\\_Tourism\\_Netherlands.pdf](http://www.fairtrade.travel/uploads/files/Consumer_Segmentation,_Fair_Trade_Tourism_Netherlands.pdf). Accessed: 8.9.2015.

Fennell, D.A. 2006. Tourism Ethics. Channel View Publications. Clevedon. England.

Fien, J., Calder, M. & White, C. 2010. Sustainable Tourism. Teaching and learning for a sustainable future. UNESCO. URL:  
[http://www.unesco.org/education/tlsf/mods/theme\\_c/mod16.html](http://www.unesco.org/education/tlsf/mods/theme_c/mod16.html). Accessed : 16.6.2015.

Finnair 2014. Vuosikertomus 2014.  
URL:[http://www.finnairgroup.com/linked/fi/konserni/Finnair\\_Vuosikertomus\\_A4\\_final.pdf](http://www.finnairgroup.com/linked/fi/konserni/Finnair_Vuosikertomus_A4_final.pdf). Accessed: 5.10.2015.

Finnmatkat a. Kasvit ja eläimet. Uhanalaiset lajit ja eläinten olot. World of TUI. URL:<http://www.finnmatkat.fi/tietoa-finnmatkoista/kestava-matkailu/sosiaalinen-vastuu/kasvit-ja-elaimet/>. Accessed: 6.10.2015.

Finnmatkat b. Yritystiedot. World of TUI. URL: <http://www.finnmatkat.fi/tietoa-finnmatkoista/yritystiedot/> . Accessed: 6.10.2015.

Finnmatkat c. Visio ja Toimintatavat. World of TUI. URL: <http://www.finnmatkat.fi/tietoa-finnmatkoista/kestava-matkailu/visio-ja-toimintatavat/> Accessed: 6.10.2015.

Finnmatkat d. Strategiat ja Tavoitteet. World of TUI. URL: <http://www.finnmatkat.fi/tietoa-finnmatkoista/kestava-matkailu/strategiat-ja-tavoitteet/>. Accessed: 6.10.2015.

Finnmatkat e. Tukiprojekteja. World of TUI. URL: <http://www.finnmatkat.fi/tietoa-finnmatkoista/kestava-matkailu/sosiaalinen-vastuu/tukiprojekteja/>. Accessed: 6.10.2015.

Finnmatkat f. Asiakkaat. World of TUI. URL: <http://www.finnmatkat.fi/tietoa-finnmatkoista/kestava-matkailu/strategiat-ja-tavoitteet/pa-hemmaplan/>. Accessed: 6.10.2015.

Finnmatkat g. Monta syytä valita Finnmatkat.World of TUI. URL: <http://www.finnmatkat.fi/hyva-tietaa/monta-syyta-valita-finnmatkat/>. Accessed: 6.10.2015.

Finnmatkat h. Sosiaalinen vastuu. World of TUI. URL: <http://www.finnmatkat.fi/tietoa-finnmatkoista/kestava-matkailu/sosiaalinen-vastuu/>. Accessed: 6.10.2015.

Finnmatkat i. Vastuullinen Matkailija. World of TUI. URL: <http://www.finnmatkat.fi/tietoa-finnmatkoista/kestava-matkailu/strategiat-ja-tavoitteet/pa-hemmaplan/miljoforslag-resenarer/>. Accessed: 6.10.2015.

Finnmatkat Crete. World of TUI. URL: <http://www.finnmatkat.fi/varaa/SearchResult.aspx?q=1303c8140ddb4bd0a047190f41bee223>. Accessed: 12.10.2015.

Finnmatkat Kos. World of TUI. URL: <http://www.finnmatkat.fi/varaa/SearchResult.aspx?q=3318989920704723ba79fed1e62cbb76>. Accessed: 12.10.2015.

Finnmatkat Mallorca. World of TUI. URL:  
<http://www.finnmatkat.fi/varaa/SearchResult.aspx?q=d3d1682d5d9d4e769e9f2be91d4eee73>. Accessed: 12.10.2015

Finnmatkat. Rhodes. World of TUI. URL:  
<http://www.finnmatkat.fi/varaa/SearchResult.aspx?q=f7f67f527ea149aa91a3cf569bbf9f66>.  
Accessed: 12.10.2015.

Hall, M., Gössling, S. & Scott, D. 2015. The Routledge Handbook of Tourism and Sustainability. Routledge. UK.

GSTC 2012. Global Sustainable Tourism Criteria for Hotels and Tour Operators. Global Sustainable Tourism Council. Version 2, 23 February 2012. URL:  
<http://www.gstcouncil.org/en/gstc-criteria/criteria-for-hotels-and-tour-operators.html> Accessed: 07.8.2015.

GSTC 2015. Glossary. Global sustainable Tourism Council. URL:  
<http://www.gstcouncil.org/resource-center/glossary.html>  
Accessed: 25.9.2015.

Jänis, J. 2012. Kestävä matkailu säästää myös rahaa. Pääkirjoitus 25.6.2012. Helsingin Sanomat vieraskynä. Sanoma Media.  
URL:<http://www.hs.fi/paakirjoitukset/a1340531562189>. Accessed: 15.7.2015.

Kalmari, H. & Kelola, K. 2009. Vastuullisen matkailijan käsikirja. Mondo. Keuruu. Finland.

Keeley, G. 2008. Benidorm paints itself green. Guardian News. 8 April 2008. URL:  
<http://www.theguardian.com/travel/2008/apr/08/spain.hotels>. Accessed: 2.11.2015.

Kibert, C., Thiele, L., Peterson, A., & Monroe, M. 2012. The Ethics of Sustainability. URL:  
<http://www.cce.ufl.edu/wp-content/uploads/2012/08/Ethics%20of%20Sustainability%20Textbook.pdf>. Accessed: 3.9.2015.

McManners, P. 2008. Adapt and Thrive. The Sustainable Revolution. Susta Press. UK.

Middleton, V. & Hawkins, R. 1998. Sustainable Tourism: A Marketing Perspective. Butterworth-Heinemann. Oxford. UK.

Miller, K, Armstrong, K., Stamatios Clark, M., Deliso, C., Hannigan, D & Kyriakopoulos, V. 2010. Greece. 9<sup>th</sup> edition. Lonely Planet Publications Pty Ltd.

MVO Nederland 2014a. Dossier Toerisme. Nut en noodzaak.pdf. Maatschappelijk Verantwoord Ondernemen. URL: [www.mvonederland.nl/dossier/321/pdf](http://www.mvonederland.nl/dossier/321/pdf). Accessed: 18.7.2015.

MVO Nederland. 2014b. Zon, Zee, Zorgeloos. Maatschappelijk Verantwoord Ondernemen. 17.6.2014. URL: <http://mvonederland.nl/nieuws/zon-zee-zorgeloos>. Accessed: 17.7.2015.

Naturefriends International. 2011. What is Sustainable Tourism? An attempt at explanation by Naturefriends International. Trademark of Naturefriends International for Sustainable Tourism Development. 5.11.2011. Vienna.  
URL: [http://www.nfi.at/dmdocuments/NachhaltigerTourismus\\_EN.pdf](http://www.nfi.at/dmdocuments/NachhaltigerTourismus_EN.pdf). Accessed: 15.7.2015

Neckermann Reizen Crete. Kreta Griekenland. URL: [https://ww2.neckermann.nl/vliegvakantie/search?resortCode=kretagriekenland&goingTo=Kreta,%20Griekenland&depAirport=AMS&origin=Amsterdam&departureDate=20160709&flexible=false&when=20160709&duration=15&occupation=2&start=0&end=9&sort=recommendation\\_asc&boardType=3&boardType=4&boardType=5&brochureName=1&context=neckermann.nl&connectorCode=3&widening&language=nl&regionCategory=Kreta#hotelFacilities](https://ww2.neckermann.nl/vliegvakantie/search?resortCode=kretagriekenland&goingTo=Kreta,%20Griekenland&depAirport=AMS&origin=Amsterdam&departureDate=20160709&flexible=false&when=20160709&duration=15&occupation=2&start=0&end=9&sort=recommendation_asc&boardType=3&boardType=4&boardType=5&brochureName=1&context=neckermann.nl&connectorCode=3&widening&language=nl&regionCategory=Kreta#hotelFacilities). Accessed: 14.10.2015.

Neckermann Reizen Costa Blanca. Benidorm, Costa Blanca Spanje. URL: [https://ww2.neckermann.nl/search?resortCode=benidorm-costa-blanca-spanje&goingTo=Benidorm,%20Costa%20Blanca,%20Spanje&depAirport=0&origin=Alle%20luchthavens&departureDate=20160706,20160712&flexible=true&when=20160709&duration=15&occupation=2&start=0&end=9&sort=recommendation\\_asc](https://ww2.neckermann.nl/search?resortCode=benidorm-costa-blanca-spanje&goingTo=Benidorm,%20Costa%20Blanca,%20Spanje&depAirport=0&origin=Alle%20luchthavens&departureDate=20160706,20160712&flexible=true&when=20160709&duration=15&occupation=2&start=0&end=9&sort=recommendation_asc). Accessed: 14.10.2015.

Neckermann Reizen Costa del Sol. Costa del Sol Spanje. URL: <https://ww2.neckermann.nl/vliegvakantie/search?start=0&end=9&occupation=2&context=neckermann.nl&connectorCode=3&accommodationType=1&boardType=3&boardType=4&board>

Ty-

pe=5&brochureName=1&depAirport=AMS&departureDate=20160706,20160712&duration=15&flexible=true&goingTo=Costa%20del%20Sol,%20Spanje&language=nl&origin=Amsterdam&regionCategory=Costa%20del%20Sol&resortCode=costa-del-sol-spanje&sort=recommendation\_asc&when=20160709&widening#hotelFacilities. Accessed: 14.10.2015.

Neckermann Reizen Kos. Kos Griekenland. URL:

[https://ww2.neckermann.nl/vliegvakantie/search?resortCode=kos-griekenland&goingTo=Kos,%20Griekenland&depAirport=AMS&origin=Amsterdam&departureDate=20160709&flexible=false&when=20160709&duration=15&occupation=2&start=0&end=9&sort=recommendation\\_asc&boardType=3&boardType=4&boardType=5&brochureName=1&context=neckermann.nl&connectorCode=3&widening&language=nl&regionCategory=Kos#hotelFacilities](https://ww2.neckermann.nl/vliegvakantie/search?resortCode=kos-griekenland&goingTo=Kos,%20Griekenland&depAirport=AMS&origin=Amsterdam&departureDate=20160709&flexible=false&when=20160709&duration=15&occupation=2&start=0&end=9&sort=recommendation_asc&boardType=3&boardType=4&boardType=5&brochureName=1&context=neckermann.nl&connectorCode=3&widening&language=nl&regionCategory=Kos#hotelFacilities). Accessed: 14.10.2015.

Neckermann Reizen Mallorca. Mallorca Spanje. URL:

[https://ww2.neckermann.nl/vliegvakantie/search?resortCode=mallorca-spanje&goingTo=Mallorca,%20Spanje&depAirport=AMS&origin=Amsterdam&departureDate=20160709&flexible=false&when=20160709&duration=15&occupation=2&start=0&end=9&sort=recommendation\\_asc&boardType=3&boardType=4&boardType=5&brochureName=1&context=neckermann.nl&connectorCode=3&widening&language=nl&regionCategory=Mallorca#hotelFacilities](https://ww2.neckermann.nl/vliegvakantie/search?resortCode=mallorca-spanje&goingTo=Mallorca,%20Spanje&depAirport=AMS&origin=Amsterdam&departureDate=20160709&flexible=false&when=20160709&duration=15&occupation=2&start=0&end=9&sort=recommendation_asc&boardType=3&boardType=4&boardType=5&brochureName=1&context=neckermann.nl&connectorCode=3&widening&language=nl&regionCategory=Mallorca#hotelFacilities). Accessed: 14.10.2015.

Neckerman Reizen Rhodes. Rhodos Griekenland. URL:.

[https://ww2.neckermann.nl/search?resortCode=griekenland-rhodos-alle&goingTo=Rhodos,%20Griekenland&depAirport=0&origin=Alle%20luchthavens&departureDate=20160706,20160712&flexible=true&when=20160709&occupation=2&start=0&end=9&sort=recommendation\\_asc&boardType=3&boardType=4&boardType=5&context=neckermann.nl&connectorCode=3&sbDepAirport=0&widening&language=nl&regionCategory=Rhodos&brochureName=1](https://ww2.neckermann.nl/search?resortCode=griekenland-rhodos-alle&goingTo=Rhodos,%20Griekenland&depAirport=0&origin=Alle%20luchthavens&departureDate=20160706,20160712&flexible=true&when=20160709&occupation=2&start=0&end=9&sort=recommendation_asc&boardType=3&boardType=4&boardType=5&context=neckermann.nl&connectorCode=3&sbDepAirport=0&widening&language=nl&regionCategory=Rhodos&brochureName=1) Accessed: 14.10.2015.

NBTC NIPO research 2010. Groen Imago te weinig herkend. Reisrevue 9 April 2015.

URL: <http://www.nbtcniporesearch.nl/nl/home/article/groen-imago-te-weinig-herkend.htm>. Accessed: 14.9.2015.

Portal Benidorm 2015. The Blue Flag and the Q for Quality wave again on the three beaches of Benidorm. 1.7.2015. Ayuntamiento de Benidorm. URL:



<http://portal.benidorm.org/nuevociudadano/en/node/26439>. Accessed: 2.11.2015.

Procom 2015a. Kohta vuotta 2020 – strategista viestintää ja leimahtavia julkisuuksia.

Ohjeet ja Periaatteet. Viestinnän Ammattilaiset ry. URL:

<http://procom.fi/viestintaala/ohjeet-ja-periaatteet/yhteisoviestinnan-periaatteet/>. Accessed: 2.10.2015.

Procom 2015b. Viestinnän eettiset ohjeet. Ohjeet ja periaatteet. URL:

<http://procom.fi/viestintaala/ohjeet-ja-periaatteet/procomin-eettiset-ohjeet/>. Accessed: 2.10.2015.

Reisinger, Y. 2009. International Tourism: Cultures and Behavior. Elsevier Butterworth-Heinemann. USA.

Reilun Matkailun Yhdistys 2015. Reilun Matkailijan Ohjeet. URL:

<http://www.reilumatkailu.fi/reilun-matkailijan-ohjeet/> Accessed: 18.9.2015.

Responsible Travel. Responsible tourism. About us. URL :

<http://www.responsibletravel.com/copy/responsible-tourism>. Accessed: 16.6.2015.

Routio, P. 2007. Comparative study. University of Arts and Design Helsinki. UIAH. 3 August 2007. URL: <http://www2.uiah.fi/projekti/metodi/172.htm>. Accessed: 20.11.2015.

Salvadó, N., de Rivera, I. Salvadó T. & Lorenzo D. 2015. Model analyses of a declining coastal tourist resort: the case of Avinguda Carlos Buigos in Salou, Costa Dorada - opportunities for regeneration. In Coastal Cities and their Sustainable Future. Rodriguez, G. & Brebbia, C. pp. 163-168. WIT Press. Spain. URL:

[https://books.google.fi/books?id=f\\_R6CgAAQBAJ&pg=PA164&lpg=PA164&dq=sustainable+tourism+in+salou&source=bl&ots=kXUDMtDqdo&sig=qSduVVb9NIXzcj\\_MyWUZxyz\\_5eA&hl=fi&sa=X&ved=0CDQQ6AEwA2oVChMIYay6dKNyQIVw\\_ByCh0LCgU6#v=onepage&q=sustainable%20tourism%20in%20salou&f=false](https://books.google.fi/books?id=f_R6CgAAQBAJ&pg=PA164&lpg=PA164&dq=sustainable+tourism+in+salou&source=bl&ots=kXUDMtDqdo&sig=qSduVVb9NIXzcj_MyWUZxyz_5eA&hl=fi&sa=X&ved=0CDQQ6AEwA2oVChMIYay6dKNyQIVw_ByCh0LCgU6#v=onepage&q=sustainable%20tourism%20in%20salou&f=false). Accessed: 2.11.2015.

Schulte-Peevers, A., Deliso, C. & Hannigan, D. 2012. Crete. 5th ed. Lonely Planet Publications Pty Ltd.

Selänniemi, T. 1996. Matka ikuiseen kesään. Kulttuuriantropologinen näkökulma suomalaisten etelänmatkailuun. SKS. Helsinki.

SMAL. Helsinki Declaration for Sustainable Tourism Development. URL:  
<http://www.smal.fi/loader.aspx?id=0d810b31-3760-4093-a374-2e67c02a7138>. Accessed:  
3.8.2015.

SMAL AFTA a. Varsinaiset Jäsenet. Suomen Matkatoimiston liitto ry. URL:  
<http://www.smal.fi/fi/Jasenisto/Varsinaiset-jasenet>. Accessed: 15.7.2015.

SMAL AFTA b. Suomen Matkatoimiston alan liiton Eettiset Ohjeet. Jäsenportaali. Suomen  
Matkatoimistoalan liitto ry. Helsinki. URL:  
<http://www.smal.fi/fi/topmenu/Jasenportaali/Eettiset-ohjeet>. Accessed: 2.10.2015.

SMAL AFTA 2013. Fakta Kirja. Kuka on kukin Suomen matkailussa. Who is who in Finn-  
ish Travel Industry. Suomen Matkatoimiston alan Liitto ry (SMAL). Association of Finnish  
Travel Agents (AFTA). Helsinki. URL: <http://issuu.com/smalafta/docs/faktakirja>. Access-  
sed: 2.10.2015.

SMAL AFTA 2014. Top Ten Travel Destinations from Finland in 2014. Suomen Mat-  
katoimistoalan liitto ry. Association of Finnish Travel Agents. URL:  
[http://www.smal.fi/loader.aspx?id=dc8922ed-1c66-4d49-ae48-3124890356a8  
a.html](http://www.smal.fi/loader.aspx?id=dc8922ed-1c66-4d49-ae48-3124890356a8a.html). Accessed: 1.10.2015.

SMAL AFTA 2015. Air based package holidays from Finland based on supply- summer  
season 1.4.-31.10.2015. 29.4.2015. URL: [http://www.smal.fi/loader.aspx?id=e011cd67-  
7c5e-4529-ad5e-fc39915d7685](http://www.smal.fi/loader.aspx?id=e011cd67-7c5e-4529-ad5e-fc39915d7685). Accessed: 7.9.2015.

SolTurismo. Introduction of the product “Costa del Sol: Responsible Destination, Sustain-  
able Destination” at the Tourist Board headquarters. In Malaga. URL:  
[http://solturismo.com/new/488/introduction-of-the-project-costa-del-sol-responsible-  
destination-sustainable-destination-at-the-tourist-board-headquarters](http://solturismo.com/new/488/introduction-of-the-project-costa-del-sol-responsible-destination-sustainable-destination-at-the-tourist-board-headquarters).  
Accessed: 2.11.2015.

Spain Guides 2015. Beaches in Spain. URL:<http://spainguides.com/beaches-in-spain/>.  
Accessed: 27.9.2015.

Sudtours Vliegvakanties 2015a. Over Sudtoers. URL:  
<http://www.sudtours.nl/bedrijfsinfo/bedrijfsinfo.htm>. Accessed: 7.10.2015.

Sudtours Vliegvakanties 2015b. Duurzaam Toerisme. URL:  
<http://www.sudtours.nl/reisinfo/duurzaamtoerisme.htm>. Accessed: 7.10.2015.

Sudtours Vliegvakanties 2015c. SGR, ANVR, Calamiteitenfonds. URL:  
<http://www.sudtours.nl/bedrijfsinfo/sgranvrca.htm>. Accessed: 7.10.2015.

Sudtours 2015 Costa Blanca. Zoekresultaten Spanje Costa Blanca Benidorm.  
URL :[http://www.sudtours.nl/vakantie\\_spanje/streek\\_costa\\_blanca/zoeken.aspx?seldate=20160709&N=4294964179+4294964291+4294964329+4294966739+4294966740+4294966806+4294966807](http://www.sudtours.nl/vakantie_spanje/streek_costa_blanca/zoeken.aspx?seldate=20160709&N=4294964179+4294964291+4294964329+4294966739+4294966740+4294966806+4294966807). Accessed: 13.10.2015.

Sudtours 2015 Costa del Sol. Zoekresultaten Spanje Andalusië Costa del Sol. URL:  
[http://www.sudtours.nl/streek\\_andalusie-costa\\_del\\_sol/zoeken.aspx?seldate=20160709&N=4294964179+4294964291+4294964329+4294965569+4294966773&seldate=20160709](http://www.sudtours.nl/streek_andalusie-costa_del_sol/zoeken.aspx?seldate=20160709&N=4294964179+4294964291+4294964329+4294965569+4294966773&seldate=20160709). Accessed : 13.10.2015.

Sudtours 2015 Crete. Zoekresultaten Griekenland Kreta. URL :  
[http://www.sudtours.nl/vakantie\\_griekenland/streek\\_kreta/zoeken.aspx?seldate=20160709&N=4294964179+4294964194+4294964253+4294964278+4294964288+4294964291+4294964329+4294965569+4294966807+4294966841+4294966842+4294967270](http://www.sudtours.nl/vakantie_griekenland/streek_kreta/zoeken.aspx?seldate=20160709&N=4294964179+4294964194+4294964253+4294964278+4294964288+4294964291+4294964329+4294965569+4294966807+4294966841+4294966842+4294967270). Accessed: 13.10.2015.

Sudtours 2015 Kos. Zoekresultaten Griekenland Kos. URL:  
[http://www.sudtours.nl/vakantie\\_griekenland/streek\\_kos/zoeken.aspx?seldate=20160709&N=4294964194+4294964253+4294964288+4294964329+4294964179+4294964278+4294964291+4294965569+4294966807+4294966815+4294966842&seldate=20160709](http://www.sudtours.nl/vakantie_griekenland/streek_kos/zoeken.aspx?seldate=20160709&N=4294964194+4294964253+4294964288+4294964329+4294964179+4294964278+4294964291+4294965569+4294966807+4294966815+4294966842&seldate=20160709). Accessed: 13.10.2015.

Sudtours 2015 Mallorca. Zoekresultaten Spanje Mallorca. URL:  
[http://www.sudtours.nl/vakantie\\_spanje/streek\\_mallorca/zoeken.aspx?seldate=20160709&N=4294964179+4294964194+4294964278+4294964253+4294964288+4294964291+4294964329+4294965569+4294966697+4294966806+4294966807&seldate=20160709](http://www.sudtours.nl/vakantie_spanje/streek_mallorca/zoeken.aspx?seldate=20160709&N=4294964179+4294964194+4294964278+4294964253+4294964288+4294964291+4294964329+4294965569+4294966697+4294966806+4294966807&seldate=20160709). Accessed: 13.10.2015.

Sudtours 2015 Rhodes. Zoekresultaten Griekenland Rhodos. URL:  
[http://www.sudtours.nl/vakantie\\_griekenland/streek\\_rhodos/zoeken.aspx?seldate=20160710&N=4294964194+4294964253+4294964288+4294964329+4294965569+4294966719+4294966807+4294966842&seldate=20160710](http://www.sudtours.nl/vakantie_griekenland/streek_rhodos/zoeken.aspx?seldate=20160710&N=4294964194+4294964253+4294964288+4294964329+4294965569+4294966719+4294966807+4294966842&seldate=20160710). Accessed: 13.10.2015.

Sundio Groupa. Sudtours. URL: <http://www.sundiogroup.com/nl/merken/sudtours/>. Accessed: 7.10.2015.

Sundio Groupb. Over Ons. Over Sundio Group. URL: <http://www.sundiogroup.com/nl/over-ons/>. Accessed: 7.10.2015.

Sundio Groupc. Duurzaam Toerisme. URL: <http://www.sundiogroup.com/nl/over-ons/duurzaam-toerisme/>. Accessed: 7.10.2015

Swarbrooke, J. 2002. Sustainable Tourism Management. 3<sup>rd</sup> ed. CABI Publishing. UK.

Swarbrooke, J. & Horner, S. 1999. Consumer Behavior in Tourism. Butterworth-Heinemann. UK.

Tepelus, C. 2005. Aiming for Sustainability in the Tour Operating Business. Journal of Cleaner Production. Volume 13, Issue 2, January 2005, pp 99–107. International Institute for Industrial Environmental Economics, Lund University. URL: [PDF] 95.87.207.56. Accessed: 16.9.2015. .

Thomas Cook group 2014. Transforming for a better future. Year 2. Sustainability Report 2014. URL: [https://www.thomascookgroup.com/wp-content/uploads/2015/01/ThomasCook\\_SR14.pdf](https://www.thomascookgroup.com/wp-content/uploads/2015/01/ThomasCook_SR14.pdf). Accessed: 6.10.2015.

Thomas Cook 2015 a. 1.Oktober.2015 - Thomas Cook versterkt haar merk Neckermann. URL: <http://info.thomascook.nl/persberichten/thomas-cook-versterkt-haar-merk-neckermann->. Accessed: 8.10.2015.

Thomas Cook 2015 b. Neckermann. URL: <http://info.thomascook.nl/neckermann>. Accessed: 8.10.2015.

Thomas Cook 2015 c. Het nieuwe begin. Thomas Cook. 1.10.2013. URL: <http://info.thomascook.nl/het-nieuwe-begin>. Accessed: 8.10.2015.

Thomas Cook 2015 d. Strategie. URL:<http://info.thomascook.nl/strategie>. Accessed: 8.10.2015.

Thomas Cook 2015 e. Normen en waarden. URL: <http://info.thomascook.nl/normen-en-waarden>. Accessed: 8.10.2015.

Thomas Cook 2015 e. Duurzaam Toerisme. URL: <http://info.thomascook.nl/duurzaam-toerisme>. Accessed: 8.10.2015.

Tjäreborg 2015 . Tjäreborg ja kestävä kehitys. Part of the Thomas Cook Group. URL: <http://www.tjareborg.fi/kestava-kehitys>. Accessed: 6.10.2015.

Tjäreborg. 2015 a. Yritystietoa. URL: <http://www.tjareborg.fi/yritysinfo>. Accessed: 8.10.2015.

Tjäreborg. 2015 b. Sosiaalinen Vastuu. Kestävä kehityksen periaatteet matkailussa. URL: <http://www.tjareborg.fi/sosiaalinen-vastuu>. Accessed: 8.10.2015.

Tjäreborg 2015 c. Historia. URL: <http://www.tjareborg.fi/tjareborgin-historia>. Accessed: 8.10.2015.

Tjäreborg. 2015 d. Ympäristötavoitteet. URL: <http://www.tjareborg.fi/ymparistotavoitteet>. Accessed: 6.10.2015.

Tjäreborg 2015 e. Tjäreborg ja kestävä kehitys. Part of the Thomas Cook Group. URL: <http://www.tjareborg.fi/kestava-kehitys>. Accessed: 6.10.2015

Tjäreborg 2015 f. Ympäristötyö lennoilla. URL: <http://www.tjareborg.fi/ymparistotyolennolla>. Accessed: 6.10.2015.

Tjäreborg g. Lenna vihreämmin. URL: <http://www.tjareborg.fi/lenna-vihreammin>. Accessed: 6.10.2015.

Tjäreborg 2015 h. Ympäristötyö hotelleissa. URL: <http://www.tjareborg.fi/ymparistotyohotellissa>. Accessed: 6.10.2015.

Tjäreborg 2015 i. Eläimet ja Luonto. URL: <http://www.tjareborg.fi/elaimet-ja-luonto>. Accessed: 6.10.2015.

Tjäreborg 2015 j. Tjäreborgin Ympäristöpolitiikka. URL: <http://www.tjareborg.fi/ymparistopolitiikka>. Accessed: 6.10.2015

Tjareborg 2015 k. Kysymyksiä ja vastauksia ympäristöstä. URL:

<http://www.tjareborg.fi/faq-ymparisto>. Accessed: 6.10.2015.

Tjareborg Costa Blanca. Reittilennot + hotelli Benidorm, Costa Blanca. URL:

<http://www.tjareborg.fi/valmispaketti-asuminen->

[lista?QueryDepID=12728&QueryCtryID=4542&QueryArealD=0&QueryResID=74697&QueryDes-](http://www.tjareborg.fi/valmispaketti-asuminen-lista?QueryDepID=12728&QueryCtryID=4542&QueryArealD=0&QueryResID=74697&QueryDes-)

[tID=0&QueryDepDate=20160709&QueryChkInDate=20160709&QueryDur=3&QueryRetD](http://www.tjareborg.fi/valmispaketti-asuminen-lista?QueryDepID=12728&QueryCtryID=4542&QueryArealD=0&QueryResID=74697&QueryDes-)

[ate=20160712&QueryChkOutDate=20160712&CategoryId=3&QueryRoomAges=%7C42](http://www.tjareborg.fi/valmispaketti-asuminen-lista?QueryDepID=12728&QueryCtryID=4542&QueryArealD=0&QueryResID=74697&QueryDes-)

[%2C42&QueryUnits=1&\\_flowIndependentBooking=1e185edb-1fae-4cfc-b13e-](http://www.tjareborg.fi/valmispaketti-asuminen-lista?QueryDepID=12728&QueryCtryID=4542&QueryArealD=0&QueryResID=74697&QueryDes-)

[922762f5b905](http://www.tjareborg.fi/valmispaketti-asuminen-lista?QueryDepID=12728&QueryCtryID=4542&QueryArealD=0&QueryResID=74697&QueryDes-). Accessed: 14.10.2015.

Tjareborg Crete. Kreikka, Kreetta. URL:

[http://www.tjareborg.fi/lomahaku#/wCgZ,N/2\\_0/HEL/2/m201607/1/1120/Y/2/lv](http://www.tjareborg.fi/lomahaku#/wCgZ,N/2_0/HEL/2/m201607/1/1120/Y/2/lv). Accessed:

14.10.2015.

Tjareborg.Kos. Kreikka, Kos. URL:

[http://www.tjareborg.fi/lomahaku#/wChp/2\\_0/HEL/2/m201607/2/672/Y/2/lv](http://www.tjareborg.fi/lomahaku#/wChp/2_0/HEL/2/m201607/2/672/Y/2/lv). Accessed:

14.10.2015.

Tjareborg Mallorca.Espanja, Mallorca. URL:

[http://www.tjareborg.fi/lomahaku#/wChH,N/2\\_0/HEL/2/m201607/1/-/Y/2/lv](http://www.tjareborg.fi/lomahaku#/wChH,N/2_0/HEL/2/m201607/1/-/Y/2/lv). Accessed:

14.10.2015.

Tjareborg Rhodes. Kreikka, Rodos. URL:

[http://www.tjareborg.fi/lomahaku#/wCh4,N/2\\_0/HEL/2/m201607/1/1232/Y/2/lv](http://www.tjareborg.fi/lomahaku#/wCh4,N/2_0/HEL/2/m201607/1/1232/Y/2/lv). Accessed:

14.10.2015.

TOI 2003. Sustainable Tourism: the Tour Operators' contribution. Tour Operators Initiative for Sustainable Tourism Development. URL:

[http://www.toinitiative.org/fileadmin/docs/publications/sustainable\\_tourism.pdf](http://www.toinitiative.org/fileadmin/docs/publications/sustainable_tourism.pdf). Accessed:

15.6.2015.

TOI 2011a. Tourism Industry Profile. The Tour Operators Initiative for Sustainable Tourism Development. The tour operators' business organization. URL:

<http://www.toinitiative.org/index.php?id=142>. Accessed: 12.6.2015.

TOI 2011b. TOI in Action. Tour Operators Initiative for Sustainable Tourism Development. The tour operators' business organization  
URL:<http://www.toinitiative.org/index.php?id=118>. Accessed: 12.6.2015.

TOI 2011c. Statement of Commitment to Sustainable Tourism Development. Tour Operators Initiative for Sustainable Tourism Development. The tour operators' business organization. URL: <http://www.toinitiative.org/index.php?id=11>. Accessed: 15.6.2015.

TOI 2011d. Mission & Objectives. Tour Operators Initiative for Sustainable Tourism Development. The tour operators' business organization. URL:  
<http://www.toinitiative.org/index.php?id=42>. Accessed: 16.6.2015.

TOI 2011e. TOI Good Practices. Tour Operators Initiative for Sustainable Tourism Development. The tour operators' business organization. URL:  
<http://www.toinitiative.org/index.php?id=143>. Accessed: 15.6.2015.

Travelife 2012a. Sustainability for Travel Companies. Best Practices from Croatia, Greece, Latvia, Poland, Netherlands and UK. Travelife Sustainability in tourism. URL:  
[http://www.travelife.info/uploads/csr/1423212993\\_11815015%20CSR%20TOUR%20Travelife%20Best%20Practices.pdf](http://www.travelife.info/uploads/csr/1423212993_11815015%20CSR%20TOUR%20Travelife%20Best%20Practices.pdf). Accessed: 20.9.2015.

Travelife 2012b. Corporate Social Responsibility for Destination Management Companies. Travelife Training. Travelife Sustainability in Tourism. URL:  
[http://www.travelife.info/uploads/csr/1427454609\\_11815016%20CSR%20TOUR%20Travelife%20DMC.pdf](http://www.travelife.info/uploads/csr/1427454609_11815016%20CSR%20TOUR%20Travelife%20DMC.pdf). Accessed: 12.10.2015.

TUI Group 2014. Sustainable Holidays Report 2014. URL:  
[http://www.tuigroup.com/damfiles/default/tuigroup-15/en/sustainability/tui\\_group\\_sustainable\\_holidays\\_report\\_2014-264d13b85174f8909d985a029b307c74.pdf](http://www.tuigroup.com/damfiles/default/tuigroup-15/en/sustainability/tui_group_sustainable_holidays_report_2014-264d13b85174f8909d985a029b307c74.pdf). Accessed: 8.10.2015.

TUI Group 2015 a. Our approach. TUI AG. URL. [http://www.tuigroup.com/en-en/sustainability/sus\\_business](http://www.tuigroup.com/en-en/sustainability/sus_business). Accessed: 8.10.2015.

TUI Group 2015 b. Better Holidays, Better World: TUI Group launches new sustainability strategy. Press Release. 28.9.2015. URL: <http://www.tuigroup.com/en-en/media/press-releases/2015/20150928-better-holidays-better-world>. Accessed: 8.10.2015.

TUI Travel Plc 2013. Sustainable Holidays Report 2013. URL:  
<http://www.tuitravelplc.com/system/files/susrep/TUI-Travel-PLC-Sustainable-Holidays-Report-2013.pdf>. Accessed: 8.10.2015.

TUI 2015a. Arke heet vanaf 1 oktober TUI. World of TUI. URL:  
<http://www.tui.nl/corporate/nieuws/2015/arke-heet-vanaf-1-oktober-tui.html>. Accessed: 9.10.2015.

TUI b. Bedrijfsprofiel. URL: <http://www.tui.nl/corporate/over-tui-nederland/bedrijfsprofiel.html>. Accessed: 9.10.2015.

TUI 2015c. Duurzaam Toerisme. World of TUI. URL:  
<http://www.tui.nl/corporate/duurzaam-toerisme.html>. Accessed: 9.10.2015.

TUI 2015d. Verankering. URL: <http://www.tui.nl/corporate/duurzaam-toerisme/verankering.html>. Accessed: 9.10.2015.

TUI 2015e. Klanten. World of TUI. URL: <http://www.tui.nl/corporate/duurzaam-toerisme/klanten.html>. Accessed: 9.10.2015.

TUI 2015f. Bestemmingen. World of TUI. URL: <http://www.tui.nl/corporate/duurzaam-toerisme/bestemmingen.html>. Accessed: 9.10.2015.

TUI 2015g. Verantwoord Reizen, Vakanties met respect voor mens, dier en natuur. World of TUI. URL: <http://www.tui.nl/verantwoord-reizen/#vakantietips>. 9.10.2015.

TUI Costa Blanca. Resultaten zonvakantie Costa Blanca. URL:.  
<http://www.tui.nl/zonvakantie/spanje/costa-blanca/resultaten/> Accessed: 12.10.2015.

TUI Costa del Sol. Resultaten zonvakantie Costa del Sol. URL:  
<http://www.tui.nl/zonvakantie/spanje/costa-del-sol/resultaten/>. Accessed: 12.10.2015.

TUI Crete. Resultaten zonvakantie Kreta. URL:  
<http://www.tui.nl/zonvakantie/griekenland/kreta/resultaten/>. Accessed: 12.10.2015.

TUI Kos. Resultaten zonvakantie Kos. URL:  
<http://www.tui.nl/zonvakantie/griekenland/kos/resultaten/>. Accessed: 12.10.2015.



TUI Mallorca. Resultaten zonvakantie Mallorca. URL:  
<http://www.tui.nl/zonvakantie/spanje/mallorca/resultaten/>. Accessed: 12.10.2015.

TUI Rhodes. Resultaten zonvakantie Rhodos. URL:  
<http://www.tui.nl/zonvakantie/griekenland/rhodos/resultaten/>. Accessed: 12.10.2015.

Turunen, A. 2010. Helsinki Declaration. Kestävän Matkaillun Infopaketti. URL:  
<http://www.smal.fi/loader.aspx?id=2989a1e4-a78f-4e3a-981f-2663b4398e07>.  
Accessed: 14.7.2015.

UN 2015. Transforming our world: the 2030 Agenda for Sustainable Development. Sustainable Development Knowledge platform. United Nations Department of Economic and Social Affairs. URL:  
<https://sustainabledevelopment.un.org/post2015/transformingourworld>. Accessed: 23.10.2015.

UNEPa. Tourism. United Nations Environment Programme. Tourism. URL:  
<http://www.unep.org/resourceefficiency/Home/Business/SectoralActivities/Tourism/tabid/78766/Default.aspx>. Accessed: 24.9.2015

UNEPb. Tourism's Three Main Impact Areas. United Nations Environment Programme. URL:  
<http://www.unep.org/resourceefficiency/Business/SectoralActivities/Tourism/TheTourismandEnvironmentProgramme/FactsandFiguresaboutTourism/ImpactsofTourism/EnvironmentallImpacts/TourismsThreeMainImpactAreas/tabid/78776/Default.aspx>. Accessed: 24.9.2015.

UNEPc. Environmental Impacts of Tourism- Global Level. United Nations Environment Programme. URL:  
<http://www.unep.org/resourceefficiency/Business/SectoralActivities/Tourism/TheTourismandEnvironmentProgramme/FactsandFiguresaboutTourism/ImpactsofTourism/EnvironmentallImpacts/EnvironmentallImpactsofTourism-GlobalLevel/tabid/78777/Default.aspx>. Accessed: 24.9.2015.

UNEPd. Negative Social-Cultural Impacts from Tourism. United Nations Environment Programme. URL: <http://www.unep.org/resourceefficiency/Default.aspx?tabid=78781>  
Accessed:25.9.2015.

UNEPe. Negative Economic Impacts of Tourism. United Nations Environment Programme  
URL:

<http://www.unep.org/resourceefficiency/Business/SectoralActivities/Tourism/FactsandFigures/aboutTourism/ImpactsofTourism/EconomicImpactsofTourism/NegativeEconomicImpactsofTourism/tabid/78784/Default.aspx>. Accessed: 22.10.2015.

UNEP & TOI 2005. Integrating Sustainability into Business. A Management Guide for Responsible Tour Operators. United Nations Environment Programme and Tour operators Initiative for Sustainable Tourism Development URL:

[http://www.toinitiative.org/fileadmin/docs/publications/Sustainability\\_in\\_Business\\_-\\_Management.pdf](http://www.toinitiative.org/fileadmin/docs/publications/Sustainability_in_Business_-_Management.pdf). Accessed: 12.8.2015.

UNWTO 2014. Glossary of tourism terms. United Nations World Tourism Organization. February 2014. URL: <https://s3-eu-west-1.amazonaws.com/staticunwto/Statistics/Glossary+of+terms.pdf>. Accessed: 30.9.2015.

UNWTO 2015a. Tourism Highlights 2015 edition. World Tourism Organization. URL: <http://www.e-unwto.org/doi/pdf/10.18111/9789284416899>. Accessed: 25.9.2015.

UNWTO 2015b. World Tourism Barometer. Volume 13, June 2015 – Statistical Annex. World Tourism Organization. Madrid. Spain.

Visit Greece 2014a. Blue Flag beaches and marinas. Greece. Greek National Tourism Organization. URL: [http://www.visitgreece.gr/en/sea/beaches/blue\\_flag\\_beaches\\_and\\_marinas\\_2015](http://www.visitgreece.gr/en/sea/beaches/blue_flag_beaches_and_marinas_2015). Accessed: 27.9.2015.

Visit Greece 2014b. Beaches on Kos. Greece. Greek National Tourism Organization 2014. URL: [http://www.visitgreece.gr/en/sea/beaches/beaches\\_on\\_kos](http://www.visitgreece.gr/en/sea/beaches/beaches_on_kos). Accessed: 27.9.2015.

Weaver, D. 2006. Sustainable Tourism: Theory and Practice. Elsevier Butterworth Heinemann. UK.

Weaver, D. & Lawton, L. 2010. Tourism Management. 4<sup>th</sup> ed. Wiley Australia Tourism Series. John Wiley & Sons Australia Ltd.

Weeden, C. 2014. Responsible and Ethical Tourist Behaviour. Routledge Advances in Tourism. Routledge.

Wehrli, R. 2014. Storytelling Sustainability: A Scientific Look at Marketing Responsible Tourism. Presentation TTRA International Conference 2014, Brugge. World Tourism Forum Lucerne 2013. URL: [http://www.ttra.com/assets/1/7/Storytelling\\_Sustainability\\_-\\_Roger\\_Wehrli.pdf](http://www.ttra.com/assets/1/7/Storytelling_Sustainability_-_Roger_Wehrli.pdf). Accessed: 4.10.2015.

Wijk van, J.& Persoon, W. 2006. A long-Haul Destination: Sustainability Reporting Among Tour Operators. European Management Journal. Vol. 24, No. 6, pp. 381-395. December 2006. URL: <http://lib.leedstrinity.ac.uk/librarywebnew/ALLPAGES/mysubject/sdarticle.pdf>. Accessed: 11.9.2015.

WWF Mediterranean Programme 1999. Principles and Codes of Conduct. WWF Mediterranean Tourism Programme . Working document. February 1999. URL: <http://www.monachus-guardian.org/library/medpro01.pdf>. Accessed: 30.9.2015.

WTTC 2013. Tourism for Tomorrow. The WTTC Perspective. World Travel & Tourism Council. URL:[http://www.wttc.org/-/media/files/reports/mission/tourism%20for%20tomorrow%20-%20final\\_rgb.pdf](http://www.wttc.org/-/media/files/reports/mission/tourism%20for%20tomorrow%20-%20final_rgb.pdf)  
Accessed: 25.9.2015.

WTTC 2015a. Travel & Tourism. Economic Impact 2015 Spain. World Travel & Tourism Council. URL: <http://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/spain2015.pdf>. Accessed: 29.9.2015.

WTTC 2015b. Travel & Tourism Economic Impact 2015 Greece. World Travel & Tourism Council. URL: <http://www.wttc.org/-/media/files/reports/economic%20impact%20research/countries%202015/greece2015.pdf>. Accessed: 29.9.2015.

## Appendix 1. Sales text search screenshots

The screenshot shows a search results page for 'Resultaten Zonvakantie Rhodes'. The search criteria include: 'Bestemming of accommodatienaam' (empty), 'Reisgezelschap: 2 volwassenen op 1 kamer', 'Reisperiodes: 9-7-2016 to 14-7-2016', and 'reisduur: kies reisdur'. The results list 'SUNEO CLUB lalyssos Bay (Hotel)' with a rating of 8.6 and 'SPLASHWORLD Sun Palace (Hotel)'. A price card for the Suneo Club hotel shows a price of €893,- per person for 8 days, including flights from Amsterdam and breakfast in Rhodes.

TUI: Sales text search Rhodes, Greece

The screenshot shows a search results page for 'Lomakohde - Finnmatkat'. The search criteria include: 'Bistaltit: Helsingi', 'Matkakohde: Kos', 'Huoneiden lukumäärä: 1 Huone', 'Lähtöpaikka: 2', 'Lähtöpäivä: 08.07.2016', and 'Matkan kesto: 2 viikkoa'. The results list 'Alexandra Beach FFF', 'Hotelli Citi Live FFF', and 'Hotelli ja huoneistohotelli Imperial FFF'. A price card for the Alexandra Beach FFF hotel shows a price of 1 640 e for 2 rooms, including breakfast and airport transfers.

Finnmatkat: sales text search Kos, Greece

The screenshot shows a web browser window with the URL `tjareborg.fi/lomahaku/#wChH,N,E/2_0/HEL/2/m201607/1/672/Y/2/iv`. The page is titled "Lomahaku" and features a search interface with the following details:

- Search Criteria:** Matkustajat: 2 aikuista; Lähtöpäikkäkunta: Helsinki; Kausi: Heinäkuu 2016; Kesto: 2 viikkoa.
- Filters (Rajaa hakutuloksia):**
  - Matkakohde:** Espanja (4) is selected, including Mallorca (4), Alcudia (1), Cala Bona (1), Palma Nova-Magaluf (1), and Playa de Palma (1).
  - Suosittuja valintoja:** Rannalla (4) is selected.
- Results:** 4 / 388 hotellista. Two hotels are visible:
  - Sunprime Waterfront:** Playa de Palma, Mallorca, Espanja. Asiakaskaiden arvosana 4,5. Hintaesimerkki 2 380,-.
  - Sunwing Cala Bona Beach:** Cala Bona, Mallorca, Espanja. Asiakaskaiden arvosana 4,3. Hintaesimerkki 2 290,-.

Tjareborg: sales text search Mallorca

The screenshot shows the Neckermann Reizen website with the URL `www2.neckermann.nl/vliegvakantie/search?start=0&end=9&occupation=2&context=neckermann.nl&connectorCode=3&accommodationType=1&boardType=3&boardType=4&boardType=5`. The search results are for "Costa del Sol, Spanje" from Amsterdam, 09 Jul 2016 - 15 dagen, for 2 adults.

**Search Summary:** 18 vakanties gevonden. Sorteer op: Aanbevolen. 6 Vakanties.

**Filters:**

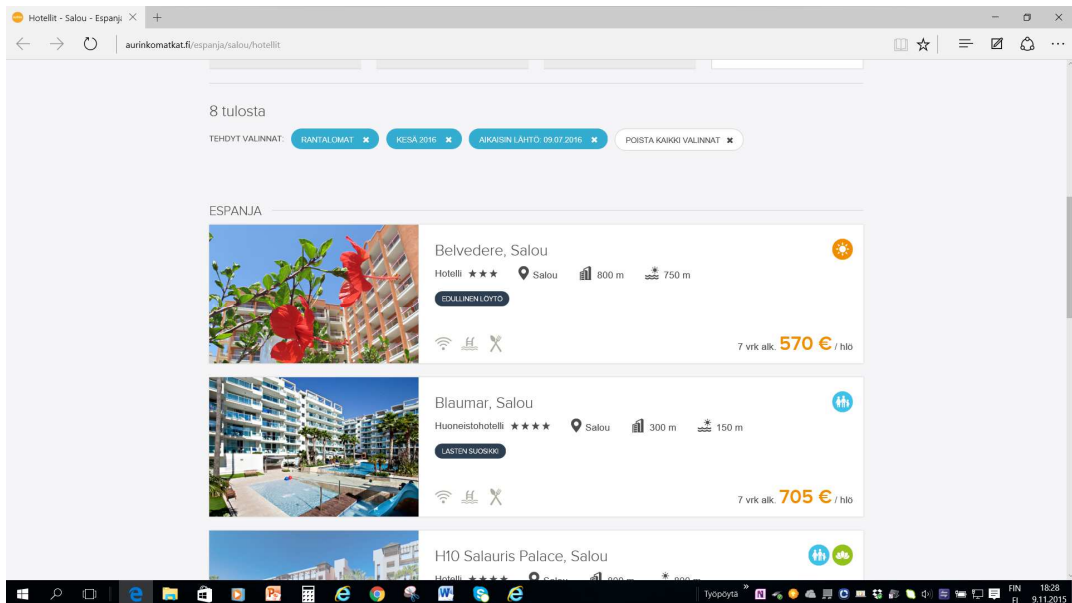
- Plaats:** Geen voorkeur
- Luchthaven:** Amsterdam (18)
- Budget per volwassene:** €400 - €750 (1), €750 - €1000 (7), Meer dan €1000 (16)

**Hotel Listing: Hotel Roc Lago Rojo NNNN**  
 Spanje, Costa del Sol, Torremolinos. Toon op kaart.

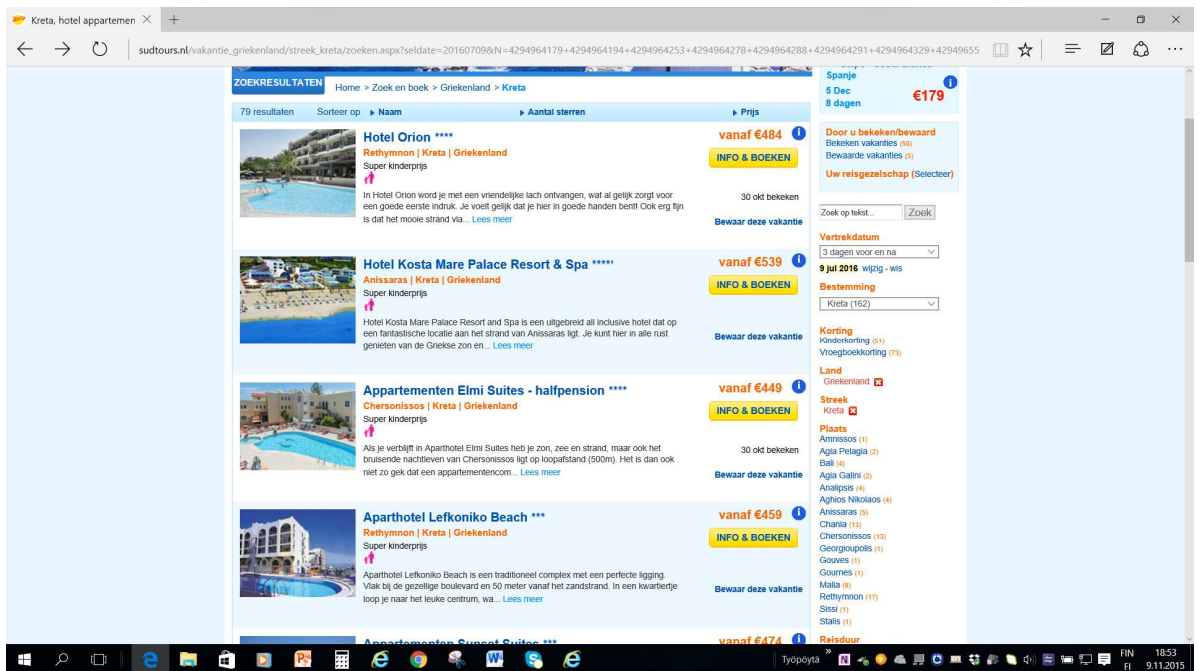
**Package Details:** 15 Dagen / 14 Nachten, Half pension. Amsterdam (AMS) 09 Jul 2016 - 23 Jul 2016. Transfer: Du25. Junior-suite 2 Volwassenen. Highlights: Comfortabele kamers en juniorsuites.

**Price:** €1.106,- per persoon.

Neckermann Reizen : sales text search Costa del Sol, Spain



Aurinkomatkat: sales text search Costa Dorado resort Salou, Spain



Sudtours Vliegvakanties: sales text search Crete, Greece