Progress with the implementation of Green Procurement Practises (GPP) in the hotel industry – the South African experience

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PREFACE

DECLARATION

I, Sonja Ruth van de Giessen, declare that the contents of this dissertation/thesis represent my own unaided work, and that the dissertation/thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the North-West University.

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ABSTRACT

There is an increasing interest in how businesses and service providers impact on the environment and society while positively contributing to the economy of a country. Green procurement practises provide a means for a business and services provider to include social and environmental aspects into the decision-making tool, while contributing positively to the supply chain. The central theme of green procurement practises is sustainability. In undeveloped countries such as South Africa, the use of green procurement practises is still relatively low. One of the biggest contributors to the South African economy is the tourism industry, which has seen significant growth over the last twenty (20) years, especially within the hotel sector. However, tourism and especially the accommodation sector have significant socio-economic and environmental impacts. Very few studies have critically examined the hotel sector with regards to progress in terms of green procurement practises since the release of the "*Responsible Tourism Guidelines*" in 2002. This study aims to address this. The research question put forward was to determine "What is the progress with the implementation of green procurement practises in the South African hotel industry?" The primary data was collected by means of a semi-structured interview that was conducted either face-to-face, telephonically or, where the interviewee preferred it, by means of a questionnaire with twenty (20) four and five star hotels located in Pretoria, Johannesburg and Cape Town. Secondary data was collected through the search of literature related to green procurement practises, as well as the use of integrated reports of hotel groups and stand-alone hotels present in South Africa. The main findings of the study indicated that the participants have an understanding of the concepts of sustainable / responsible tourism practises and green procurement. Furthermore, positive progress has been made with regards to social actions and the implementation of initiatives that reduce environmental impacts of the hotels. Although positive progress has been made with regards to the implementation of green procurement practises in the South African hotel sector, since the implementation of the *"Responsible Tourism Guidelines in 2002,"* very few of the participants have formal green procurement policies in place. Various drivers and barriers to the implementation of green procurement practises were identified. The study, therefore, concludes that there is a wide opportunity for growth with regards to the implementation of green procurement practises in the South African hotel sector.

Key terms:

Drivers: internal or external reasons or motivations that encourage a business to include environmental management or green procurement practises.

Green Procurement Practises: "*a process by which environmental, social and ethical considerations are taken into account when making a purchasing decision.*"

Hotel: "*an establishment that provides accommodation to the travelling public, has a reception area and offer at least a breakfast room or communal eating area.*"

Progress: *"the development or advancement towards a better state."* In terms of this study progress is defined as an advancement in the implementation of green procurement practises in the hotel sector of South Africa since the establishment of the "Responsible Tourism Guidelines, 2002."

Responsible tourism: *"tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities in the tourism industry; responsibility for the safety and security of visitors and responsible government, employees, employers, unions and local communities."*

Sustainable tourism*: "tourism development, management and any other tourism activity which optimise the economic and other societal benefits available in the present without jeopardising the potential for similar benefits in the future."*

Barriers: internal or external obstructions that prevent the implementation of environmental management and green procurement practises in a business.

Indicators: an aspect that can be measured in order to determine progress of the implementation of environmental management and green procurement practises.

LIST OF ACRONYMS

10YFP	The Ten-Year Framework Programme
ADB:	African Development Bank
A.M.	After midnight
BEE:	Black Economic Empowerment
CEO:	Chief Executive Officer
CIPS	Chartered Institute of Purchasing and Supply
CO_2	Carbon Dioxide
DEAT:	Department of Environmental Affairs and Tourism
ED:	Edition
EMP:	Environmental Management Programme
EMS:	Environmental Management System
GDP:	Gross Domestic Product
GPP:	Green Procurement Process
IFC:	International Finance Corporation
IISD:	International Institute for Sustainable Development
ISO:	International Organisation for Standardisation
KM:	Kilometres
LED:	Local Economic Development
P.M.	Past midday
PROF:	Professor
SABS:	South African Bureau of Standards
SANS:	South African National Standards
TGCSA:	Tourism Grading Council South Africa

UN:	United Nations
UNEP:	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNWTO	United Nations World Travel Organisation
WTTC:	World Travel and Tourism Council
WWF:	World Wide Fund
ZAR:	South African Rand

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CHAPTER 1 INTRODUCTION

This chapter provides the background (section 1.1) and the problem statement (section 1.2), after which the purpose and the objectives are introduced, including the research question and the scope and limitations of the study are outlined (section 1.3). In order to assist with the navigation of the text, the final section presents and outline of this mini-dissertation, linking the research question and the methods to the different chapters (section 1.4).

1.1 Background

Both academics and professionals are showing an increasing interest into how businesses and their service providers / suppliers impact on the environment and the society whilst still contributing positively to the economy of a country. Business associations and their suppliers are increasingly focussing their procurement practises on reducing the environmental and social impacts of the procurement and supply chain links by implementing GPP (green procurement practises), which assume a noteworthy part in making these organisations greener (Walker and Wendy, 2005).

Consumers worldwide are demanding that business associations provide them with 'green' goods and services that take both environmental and social issues into account when these goods and / or services are administered. A business that is committed to not only making a profit but is also committed to the environmental and social aspects, is a compliant business. Furthermore, such a business has a competitive advantage over businesses that do not include the environment and social aspects into the organisation as customers tend to prefer using the greener businesses (Carter *et al*, 2000 cited by Appolini *et al,* 2014: 122 -133).

The use of GPP within a business, provides a means for the business to include both environmental and social aspects into its decision-making process. Furthermore, GPP is a tool that can contribute positively to the whole supply chain, as the suppliers of that product and / or service are also influenced. If one leading environmental responsible business incorporates GPP within the organisation, this business needs to secure 'green' products and services, which then has a rippling effect throughout the supply chain as the environmental and social awareness of other companies, i.e. the suppliers, will also increase due to these businesses not wanting to make a loss if they are non-compliant with regards to GPP (Appolini *et al,* 2014: 122).

Green procurement is viewed as a typical practice in developed countries. However, in numerous developing countries, the awareness and execution of GPP within businesses is still relatively low IISD (International Institute for Sustainable Development) (2008). Kalubanga (2012:6) likewise showed that earlier research on GPP has had a tendency to look at GPP in countries with

economies that are well developed. Yet GPP ensures that not only does a business make a profit, but also ensures that social and environmental issues are addressed within the business organisation. The central theme of GPP is sustainability. For the private sector, it is often a voluntary process whereby the business policies take into account not only profit, but also act on environmental and social gains (Coles *et al*, 2013: 122 – 141).

One of the world's biggest industry is the tourism industry, for which the demand has remained high in 2016 despite challenges such as safety and security. The international tourist arrival number has grown by 3.9% to reach a total of 1,235 million tourists according to the latest UNWTO (United Nations World Travel Organisation) World Tourism Barometer. (South African Tourism, 2017). According to the UNWTO Secretary General, Mr. Taleb Rifai, tourism has in recent years continued to grow exponentially, creating work opportunities and improving the wellbeing of communities worldwide, despite the various challenges it has faced, especially those identified with safety and security.

Simultaneously, it is recognised that tourism is one of the industries with the greatest impacts on the environment within which it operates (Rademeyer, 2011: 13; Han *et al.*, 2011, and Williams and Ponsford, 2009:1). Tourism impacts on the natural environment through changing the land-use and the development of infrastructure, the utilisation of these natural resources and the large quantities of waste and pollution that are generated, which all leads to general degradation of the environment. Tourism consumes large amounts of natural resources, both during the developmental and the operational phases (Han *et al*, 2011, and William and Ponsford, 2008:1).

The year, 2017 has been nominated by the United Nations as the *"International Year of Sustainable Tourism for Development."* According to Mr. Rifai, UNWTO Secretary General, "*we need to work closer together to harness the contribution of tourism to economic growth, social inclusion, cultural and environmental preservation and mutual understanding, particularly when we live in times with such a deficit of respect and tolerance"* (South African Tourism, 2017).

The year 2017, has also seen the launch of "*The Ten-Year Framework Programme Sustainable Tourism Programme,*" which is led by the UNWTO. Both the National Department of Tourism of South Africa and the Regional Tourism Organisation of South Africa are part of the 22-member multi-stakeholder advisory committee of the 10 YFP (Ten-Year Framework Programme). The 10YFP recognises that it is necessary that the global resource use of tourism must be reduced due to tourism development and operations contributing to natural resource depletion, water shortages, loss in biodiversity, degradation of land and pollution. The rapid expansion of tourism will increase these negative impacts and greatly impact on the environment, both directly and indirectly. Should business in tourism continue as usual, there will be an increase in the use of energy of up to 154%, the use of water will increase by 152%, the emission of greenhouse gases

by 131% and the disposal of solid waste to 251%. It is therefore, essential that sound tourism practises and policies are implemented to not only reverse negative impacts, but also to result in major economic benefits within the tourism industry. Through adopting sustainable practises within the supply chains and operations associated with tourism, it is also possible to sustain and develop the economic and social advantages that the tourism industry delivers (UNEP, 2017).

The 10YFP understands and applies the life cycle approach (refer to **Figure 1-1** below) to tourism development, starting from the planning phase through to operations and management, marketing, as well as producing and consuming of these goods and services. It recognises the value of monitoring and evaluation of the these results in order to improve the cycle of the tourism products and services to ensure that the industry moves to becoming more sustainable (UNEP, 2017)).

Figure 1-1: **Life-cycle approach to the consumption of goods and services in the tourism industry (UNEP, 2017 10YFP tourism brochure)**

According to the UNWTO, tourist arrivals are forecast to reach 1.8 billion by 2030. A significant characteristic of tourism *"transversal economic sector"* is the highly linked supply chain and its multi-stakeholder networks. By adopting a life-cycle approach to the operational processes and designs within tourism, the industry can become more sustainable with lower carbon emissions. This can actively engage consumers to moving towards more sustainable consumption and

production patterns (UNEP, 2017). Rahman *et al* (2012:720) state that *"the lodging industry is the most environmentally harmful hospitality sector."* It is, therefore, in this sector that changes should be made in order to ensure sustainable development. Making 'greener' changes within the procurement practises of the lodging or hotel sector is, therefore, one of the areas in which tourism can make a positive difference and move towards a more sustainable way of carrying out its business.

1.2 Problem Statement

GPP is currently at a critical stage of implementation internationally due to increasingly difficult economic conditions globally. There seems to be a perception that so-called "green" products and services are more expensive than their non-green counterparts, hence increasing resistance to GPP. Furthermore, the various systems, criteria and approaches to GPP seems to confuse suppliers and purchasers, slowing down the progress to implement GPP (UNEP: 2013:5).

In South Africa, studies on GPP appear to have concentrated on the public sector, with few studies having been conducted on the private sector, and more specifically the services industries. Tourism is a service industry with potentially significant environmental and social impacts, dependent in many cases on maintaining and conserving the environmental attributes of particular locations. Tourism practices that have a negative impact on the natural and social environment need to be mitigated, especially as the tourism sector has the potential to contribute positively towards the economy of developing countries. GPP is practised to some extent within the tourism sector in developed countries, guided by the regulations and policies such as the IFC (International Finance Corporation) "*Standards on Environmental and Social Sustainability*" (IFC, 2012: 45 – 46); the standards of the ISO (International Organisation for Standards) and the Green Hotelier's Industry Guidelines for Sustainable Operations (2014). Progress in the implementation of GPP is being evaluated through various different criteria internationally in relation to the above-mentioned guidelines and regulations.

In South Africa, there are various regulations, policies and standards such as the "South African Tourism Act (amended 2014);" "the White Paper on Tourism (2006);" the "Responsible Tourism Guidelines (2002)" and the "National Minimum Standards for Responsible Tourism (2011)" to guide the tourism industry in becoming more sustainable and to practise responsible tourism, including GPP. The "Responsible Tourism Guidelines (2002)," require that the private sector businesses in the tourism industry in South Africa to *"buy locally-made goods and use locally-owned businesses, wherever quality, quantity and consistency permits"* (DEAT, 2002a:5), while sourcing locally should be monitored and remain within a radius of 50 kilometres (km) from the business. The hotel industry is an important contributor and role player in the tourism sector and

yet very few studies seemed to have focussed on progress in the implementation of GPP with regards to the Responsible Tourism Guidelines (2002) in the South African hotel industry.

1.3 Purpose and objectives of the study

This section provides an overview of the research question, and the objectives of the study.

1.3.1 Research question

In light of the problem statement the main research question is the following:

"What is the progress with the implementation of GPP in the South African hotel industry?"

1.3.2 The objectives of the study

Leading from the above research question, the study looks to meet the below objectives:

1. To compile a literature review of green procurement practises that have been formulated and implemented by the hotel sector in the tourism industry
2. To forge a workable definition for the concept of GPP in the hotel sector of the tourism industry.
3. To provide an overview of the drivers, barriers and indicators of GPP in the four-and five-star hotel sector of the South African tourism industry.
4. To determine the progress to which green procurement is practised in the four and five-star hotel sector of South Africa, determining barriers and knowledge gaps, and policy and legislative requirements (assuming any).

1.3.3 Scope and limitations of this study

The scope of this study is to examine the progress of GPP within selected four and five star hotels in South Africa. It is aimed at understanding the current GPP within the hotel sector and the progress that has been made since the establishment of the "Responsible Tourism Guidelines" in 2002, and investigates the challenges facing the hotel sector in South Africa in adopting GPP. The study makes use of both qualitative and quantitative research methods. Due to constraints with time and resources, the researcher was not able to include all the four and five star hotels within South Africa. It was also necessary to ensure that the hotels were not contacted in peak periods, including the yearly Indaba Tourism show, which was held in June 2017, and during the daily check-in and check-out times at the hotels.

1.4   Structure of the study

The study is divided into five chapters, including the introduction and conclusion. Chapter 1 includes the introduction and outlines the research background, the aims of the study and provides a summary of the structure of the study.

In Chapter two a review of the literature relating to green procurement practises is provided. The first section (section 2.1) defines GPP and discusses the current understanding of GPP in the hotel industry. Section 2.3 discusses the regulations and policies, both internationally and in South Africa on GPP within the tourism industry and specifically in the hotel sector. Section 2.5 identifies the drivers to GPP in the hotel sector and section 2.6 identifies barriers to GPP in the hotel sector. In section 2.7 provision is made for indicators for tracking GPP and section 2.8 discusses how the GPP should be reported and the final section, how GPP should be implemented within the hotel sector.

Chapter three discusses the research methodology and the measures used in the study. It justifies the mixed method approach that was chosen and describes the piloting, sampling, design, data collection and data analysis of the quantitative and qualitative research methods used in this study.

In Chapter four, the results of the study are illustrated and the findings of the study are presented and discussed.

Chapter six (Conclusions and Recommendations) presents the conclusions of the main findings of this study. It provides recommendations for action, indicates the contribution of this study and recommends further fields for research.

CHAPTER 2 LITERATURE REVIEW

The literature review will provide the context for the study by introducing the concepts of green procurement practises in the hotel sector of the tourism industry. In particular the role of the tourism industry and consequently the development of sustainable business practices within the industry is outlined. Furthermore, the literature review provides a background of international and South African legislation and guidelines relevant to GPP within the tourism industry and the hotel sector. The chapter also provides an understanding of drivers and barriers to the implementation of GPP in the hotel sector of the tourism industry and highlights indicators for tracking and reporting on GPP.

According to Grant and Booth (2009:97), a literature review is *"published material which provides an examination of recent or current literature."* The main purpose of a literature review is to review literature that has been published, therefore, the literature possesses some form of permanence and has most likely also been peer-reviewed. It consists of a process for identifying material and analysing its contribution and value to a specific topic.

In order to search for literature relevant to green procurement in the tourism industry, the keywords used for this literature review included *"Green Procurement," "Sustainable Procurement," "Environmental Procurement," "Green Procurement in Tourism,"* and *"Responsible Procurement in the hotel industry"*. Both public and private green procurement related searches were used, and the search was based on the international accommodation section, as well as the South African accommodation and tourism sectors.

2.1 Definitions of GPP

The term green procurement has been defined in several ways by different authors. Interchangeable terminology includes *"environmental procurement or purchasing"; "eco-procurement," "environmentally preferable purchasing;" "environmentally responsible procurement, sustainable procurement or environmentally friendly procurement"* (Appolini *et al*, 2014:123; Du Plessis (ed.), 2015: Chapter 23). Green procurement or sustainable procurement considers the environmental, social and economic consequences of the whole life cycle of a product or service (Kalubanga, 2012:4). This includes the design; use of non-renewable material, the actual manufacture and production of the product, the logistics and delivery process; as well as the use, operational, maintenance, re-use, recycling options and the disposal of the product. According to Kalubanga (2012:7) there are five steps in the green procurement process, as indicated in **Figure 2-1** below. "Re-thinking" and "disposal" are included, but not as direct steps in the GPP.
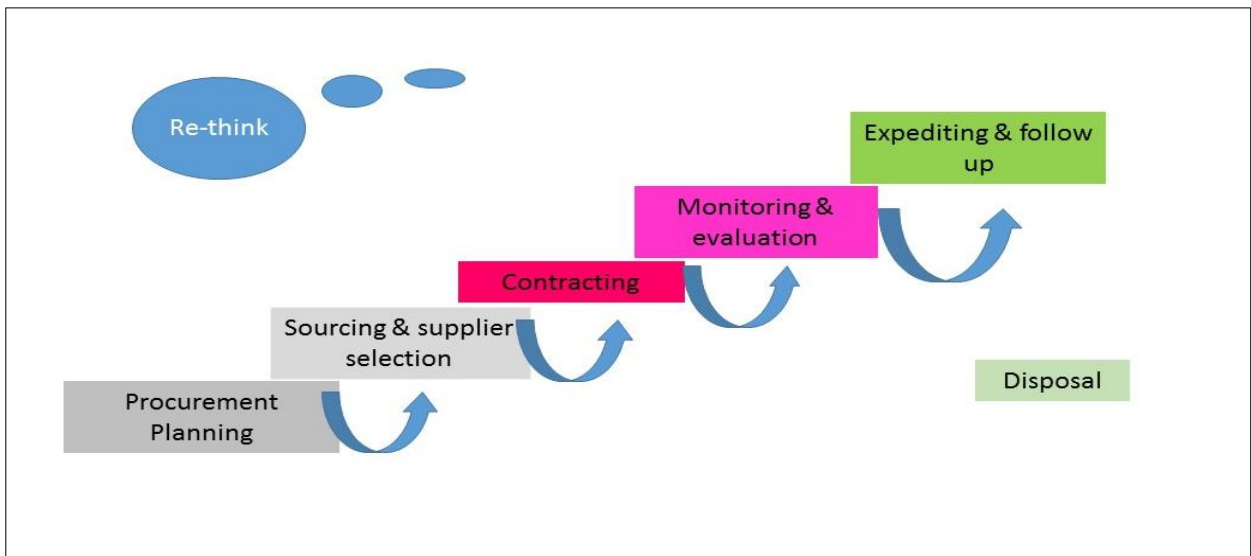
Figure 2-1: **Green / sustainable procurement process. (Kalubanga, 2012:7)**

Du Plessis (ed.) (2015: Chapter 23) includes seven steps in the GPP and indicates that reviewing of the GPP should lead back to self-evaluation and, therefore, improvement of the process. However, Du Plessis (ed.) (2015: Chapter 23) does not include monitoring, which is necessary for evaluation of the GPP.

Table 2-1: **Green procurement process**. (**Du Plessis (ed.) (2015: Chapter 23, 2015)**

Steps	Green Procurement Process	Specific actions in implementing a Green Procurement Programme
1	Organisational Support	Change policies & procedures. Get the support of management and involve decision makers (e.g. purchasing staff) in the implementation phase.
2	Self evaluation	Establish present purchasing practices. Determine what, and in what quantities products and services are purchased. This will help set procurement goals.
3	Set goals	Establish a broad environmental policy and set specific priorities and targets (EMS).
4	Develop a strategy	Identify and implement short and long term changes, identify suitable products and services and evaluate the environmental performance of suppliers.
5	Run a pilot project	Identify a specific product and run a pilot project. This provides practical experience and guidance on purchasing practices
6	Implementation	Assign accountability to a delegated person and develop a well designed communication plan addressing employees, customers, investors, suppliers and the for implementation.
7	Sustainment	Systematically review the programme to establish whether the scheme is meeting goals and objectives. The review should take into account changing environmental goals

Green procurement is associated with keywords such as eco-labels, the amount of energy use, how recyclable the product is, the life-cycle costs of the product, and the fact that no hazardous substances are used at any point within the life-cycle of the product (Hsiao *et al*, 2014:197 – 208).

Wickenberg (2004:26) indicates that a "green" product is one which *"has less of an environmental impact"* in comparison to other products with the same purpose and that the product should have the following characteristics:

- Use less energy, create less waste and generate the least amount of pollution;
- Be durable for a long period;
- Be recyclable; and
- Not compromise with the function and quality of the product.

According to the Green Hotelier (2014), "*green procurement is responsible procurement and is also known as sustainable procurement or environmentally preferable procurement.*" Green Hotelier (2014) defines green procurement as *"a process by which environmental, social and ethical considerations are taken into account when making a purchasing decision"*. This definition is echoed by the African Development Bank (2014:5), which defines green procurement as "*the purchasing of products and services that provide environmental and related socio-economic benefits.*"

With the end goal of this study in mind, the phrase "green procurement" will include the social, environmental and price aspects of purchasing goods within the hotel industry, which is considered to be a service industry.

2.2   The environmental and social aspects of GPP in hotels

The tourism industry and the natural environment are closely related. Tourism is greatly dependent on the natural primal resources that attract visitors. However, these same visitors may also have a big negative impact on the natural environment (Nicholls & Kang, 2012:953). As indicated by Duminy, the CEO (Chief Executive Officer) of Cape Town Tourism, tourism is bandied about as an industry that is still achieving relative success in a deteriorating market, however there is the danger that this may not endure. Sustainable tourism is not a one-pronged procedure, but part of a greater strategy that must include all parts of the industry including the supply chains, the feasibility of construction within the industry as well as climate change. It is not just about guaranteeing that the industry keeps on developing, however, that in doing as such, jobs are created that bring about sustainable employment and that the environment is safeguarded consistently (Stats SA, 2017:32).

The accommodation sector specifically makes excessive use of non-renewable resources and has a high impact on energy, solid waste and water (Nicholls and Kang, 2012:954; van der Merwe & Wöcke, 2007:1). Therefore, the accommodation sector should also be responsible for ensuring that the EMS (Environmental Management Systems) that are implemented into the business structure are environmentally friendly to sustain and increase tourism to the area in which they

practise (Hsiao *et al*, 2014:197). As discussed in the study by New *et al.* (2013:93 - 105), the use of EMS such as the ISO (International Organisation for Standardisation) 14001 has resulted in several businesses going greener and is also suitable for use in the accommodation sector. While government or public entities often have to follow laws, regulations and policies, private businesses use their own criteria for implementing GPP, which allows greater flexibility.

GPP is a voluntary process that ensures that the business not only makes profit, but also provides surety that social and environmental issues are addressed within the business practises. The central theme of GPP is sustainable development of an organisation (Coles *et al.*, 2013:122- 141).

2.3 Regulations and policies on GPP in the tourism sector

Below is a discussion of international regulations and policies that impact GPP within the tourism industry and specifically the hotel sector. The legislation and guidelines that influence the South African tourism industry and that can be applied to the hotel sector in the country are also discussed.

2.3.1 International regulations and policies on GPP

The concept of green procurement initiated from the decisions taken at the Brundtland Commission, which described the possibility of "sustainable development" (United Nations, 1987). The possibility of sustainable / green development was embedded into national approaches, and plans were figured and executed in the Netherlands and Denmark (Ho *et al.*, 2010:24). At the Earth Summit held in Rio de Janeiro in 1992, "green procurement" was incorporated into the standards for "sustainable production and consumption." It was likewise at the Earth Summit where the expression "responsible tourism" had its roots and its significance to sustainable development was highlighted (World Travel and Tourism Council, 2015:1 - 14).

ISO (2016) provides standards for companies to manage their environmental activities and performance. These standards can also be used by the tourism sector to implement sustainable and responsible tourism practises (authors opinion).

The IFC (International Finance Corporation) "Standards on Environmental and Social Sustainability," provide various principles on encouraging sustainable supply chain management including encouraging a business that is buying products and / or services to avoid procuring key goods (specifically, but not solely food and fibre merchandise) that are known to be produced in areas where there is a significant risk of altering natural and/or critical habitats. Furthermore, these principles ensure that the business has systems and verification practices in place, which are adopted within the EMS, and then used to appraise its key suppliers. The IFC standards express that it is important to figure out where the supply is originating from and the natural

surroundings of the territory; to ceaselessly survey the primary supply network and to use suppliers that have a minimum impact in the environment. It is likewise the obligation of the business to check that the product is certified or advancing to becoming certified under a believable plan approved of for specific products or the area in which the business operates in. The business should also work to moving its supply chain over time to suppliers "*that can demonstrate that they are not significantly adversely impacting these areas*" (IFC, 2012: 45 -46).

These IFC standards for sustainable development, provide guidelines for all countries and the businesses within these countries to implement environmental management programmes and systems to manage environmental and social risk and to ensure their contribution to sustainable development.

According to the Green Hotelier's Industry Guidelines for Sustainable Operations (2014) a "*sustainable procurement policy is a key part of managing the direct environment effects of the hotel.*" The guidelines acknowledge that hotels rely on suppliers of not only goods but also of services to meet guests needs. This link provides hotels with an opportunity of influencing a whole link of suppliers and should be used to encourage sustainable practises.

The Green Hotelier guidelines (2014) identify the following main principles for green / sustainable procurement practises:
- Reduce the consumption of products and services;
- Local products and services should be sourced;
- Procuring products with lower environmental and social impacts;
- Buying products in bulk to reduce packaging and energy used through production of the goods;
- Encouraging the recycling of packaging;
- Using of fair trade products; and
- Ensuring that suppliers are ethical and use safe working practises.

A life cycle analysis should be conducted of all products and services used within the hotel. This can be done by applying the green hotelier life cycle checklist, which also assist in noting issues of concern. In this manner, a hotel can determine which products and services are procured sustainably. The life cycle costing of each product / service, therefore, needs to be determined to ensure profitability of the hotel business. The green hotelier guidelines also provide steps for the implementation of green procurement practises (Green Hotelier, 2014).

2.3.2   South African regulations and policies on GPP

The local procurement of goods for the accommodation sector in South Africa, is supported by the *"responsible tourism movement and the adoption of the guiding framework for tourism."* The LED (local economic development) plans further encourage the development of procurement practises. Furthermore, the enhancement of local procurement linkages encourages green / or sustainable procurement practises to ensure that sustainable development of tourism destinations is facilitated (Rogerson, 2013: 336 -355).

Mitchell & Ashley (2006:4) prescribe that national tourism policies be actualised to advance GPP in tourism particularly in local communities, as this leads to not only financial improvement within the local community, but also considers the environmental and social parts of the procurement process. In South Africa, this is guided by the White Paper on Tourism that was released by the government in 1996, which recognises "*responsible tourism as the main guiding principle for the development of tourism in the country.*" In 2002, the guidelines for Responsible Tourism were released and these encourage the private tourism sector to procure goods and service locally (Rogerson, 2013: 336 -355).

The National Minimum Standards for Responsible Tourism (2011) were finalised on 28 March 2011 and are monitored by SANS (South African National Standards)1162 standards. These standards have forty-one (41) criteria and cover the following three main categories, namely:

- Operations that are sustainable;
- Management that is sustainable; and
- Economic, environmental and social cultural aspects.

According to the 2006 "White Paper on Tourism: Development and promotion of tourism in South Africa", responsible tourism is defined as *"tourism that promotes responsibility to the environment through its sustainable use; responsibility to involve local communities in the tourism industry; responsibility for the safety and security of visitors and responsible government, employees, employers, unions and local communities,*" while the term sustainable tourism is defined as *"tourism development, management and any other tourism activity which optimise the economic and other societal benefits available in the present without jeopardising the potential for similar benefits in the future.*" It can be seen that both of these definitions are similar to the definition of green procurement provided by Green Hotelier as discussed in section 2.1, with focus on the positive impacts of tourism on the environment, and society while requiring the tourism business to be economically profitable

Tourism has a multiplier effect with one link in the industry affecting a whole chain further down. The accommodation sector specifically is a highly-linked system and GPP on one link has the potential to stimulate backward linkages (Sheyvens & Russel, 2009:17). Furthermore, the effect of tourism is more noteworthy than the underlying consumption by guests. In South Africa, especially there is an immense potential for linkages because of the expansive assortment of items that are accessible in the nation i.e. *"from meat and poultry, refreshments and wines, to vehicles, apparatus, furniture, flowers, gems, precious stones"* and then some. Tourism in South Africa can, subsequently, create a huge interest for items and administration in different areas of the South African economy (White Paper, 2006: 21).

The release of the "Responsible Tourism Guidelines" in 2002 was to provide tourism accomplices in South Africa a proactive way to create, promote and manage tourism business carefully and consequently giving tourism in South Africa an upper hand. Responsible tourism ensures that the tourism industry is obligated to mitigate environmental and social impacts through the promotion of balanced and sustainable tourism in which the tourism occurs. Furthermore, responsible tourism ensure that both the government and private business include the local communities encompassing the tourism business, keeping in mind the end goal of building up the local communities financially by for instance supplying farming produce to the hotels, out-sourcing of laundry services, and other products and services utilised.

Some of the key aspects of responsible tourism include:
- Avoiding waste and over-utilisation of goods;
- Using local resources sustainably;
- Maintaining and encouraging diversity within the natural, economic, social and cultural spheres;
- Involving the local community in planning and decision-making in order that the communities benefit from tourism;
- Assessing environmental, social and monetary impacts as a pre-requirement to developing tourism; and
- Monitoring the impacts of tourism and guaranteeing open divulgence of the data (DEAT, 2002).

According to the Responsible Tourism Guidelines (DEAT, 2002), a well-managed tourist destination will improve, rather than to add to South Africa's environmental problems through the implementation of an EMP (Environmental Management Programme). This EMP should include amongst other some of the below factors:
- The development of sustainable and responsible tourism development;
- Encouraging ongoing social and environmental audits of tourism;

- Develop ways of ensuring that local communities participate in and benefit from economic activities generated in and around conservation areas; and

- To develop sustainable and responsible methods of using water and energy in tourism, using technology that is readily available and encouraging sustainable waste disposal, green packaging and recycling practises.

This should, therefore, encourage every tourism sector including the accommodation sector to implement GPP to ensure that the whole lifecycle of the products / services used encourage responsible and sustainable practises.

The South African Tourism Act (3 of 2014), also requires that responsible tourism practises are implemented, as responsible tourism looks to maintain and grow the economic environment, improves the physical environment and encourages positive social impacts such as greater economic prosperity for the local communities, upgrades the welfare of host groups and enhances working conditions and access to the tourism industry.

Section 24 of the Constitution (1996) states that "*everyone has the right to an environment that is not harmful to their health or well-being; and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:*
- *Prevent pollution and ecological degradation;*
- *Promote conservation; and*
- *Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.*"

Therefore, it is the responsibility of every person and business, whether public or private to ensure that sustainable practises are included in the business organisation. Furthermore, the National Environmental Management Act (NEMA) (107 of 1998) provides various principles to guide companies and encourage green purchasing practises within these companies.

Since 2009, various initiatives have been implemented in the South Africa's tourism sector to encourage GPP, including strategies such as Cape Town City's Council adoption of Responsible Tourism Strategy in 2009 and the "responsible tourism toolkit" in 2011. There are, therefore, sufficient guidelines and policies to guide the South African tourism industry in implementing green / sustainable procurement practises.

2.4   Implementation of GPP in the hotel industry

International studies of greening in tourism have focussed mainly on green certification schemes and the views and perceptions thereof by managers and clients within the accommodation sector (Geerts, 2014: 87 -96; Han *et al*, 2011: 345-355); environmental initiatives and management in

the accommodation sector (Hsiao *et al,* 2014:197 -208; Nicholls and Kang, 2012: 953-974) and corporate social responsibility in tourism (Coles *et al*, 2013;122-141).

Research of "green" in the accommodation sector has indicated positive impacts of the adaptation of environmental practises on the financial performance of the sector. However, these environmental initiatives have concentrated on the conservation of water and energy and not GPP (Nicholls and Kang, 2012: 953 – 974).

In 2012, Nicholls and Kang, assessed the *"The perceived benefits of the adaptation of various environmental initiatives within the accommodation sector in Michigan in the USA (United States of America)."* The research did include some GPP within the accommodation sector of Michigan and concluded that smaller properties were more likely to invest in the time and effort of procuring local food, while larger properties perceived this practise to be too expensive and complicated due to the unreliable supply thereof. Furthermore, Nicholls and Kang (2012: 953 – 974) indicated that there is a lack of knowledge of available green initiatives and GPP within the accommodation sector of the tourism industry and recommended that research studies be implemented addressing this issue. The study also recommended that free or low-cost energy audits be provided to the accommodation sector to encourage GPP. These findings will provide an interesting point of comparison for the South African accommodation sector to determine whether the hotels in Gauteng have similar environmental initiatives and GPP practises as those in Michigan, USA.

A study conducted by Rahman *et al* (2012:720-727) on "*The extent of implementation of "green" operational practises in hotels in North America*," suggests that hotels could diminish the consumption of and utilise resources more economically by conducting business with green vendors and service providers. However, due to the lack of reliable testing results, the data related to the green business section of this study was not used in the results. The study likewise demonstrated that a "green" hotel accomplishes more than simply overseeing waste and economic resource utilisation. Being "green" also requires that a hotel uses GPP within its operational system, and that GPP involves determining what type of products are purchased and whether these products are energy efficient, recyclable, made from post-consumer products or are privately developed. Rahman *et al* (2012:720-727) recommend that additional studies be undertaken on the GPP of hotels in order to determine how green the accommodation sector really is.

Hsiao *et al.* (2014:197 – 208) aimed to determine *"The attributes of an environmental management system (EMS) suitable for the hotel industry in Taiwan in order to create a tool to address the auditing of green hotels."* The EMS indicators of the hotel were selected from ISO:14000 and foreign green hotel assessment levels, as Hsiao *et al.* (2014:197 – 208)

determined that the EMS's of hotels are important to evaluate the practises implemented by hotels that protect the environment. Indicators selected by Hsiao *et al.* (2014:201) included GPP. The indicators for GPP included the following for the hotels:

- The procurement of durable goods that can be reused and or recycled;
- Purchasing of goods that are not overly packaged;
- Working with suppliers that have clearly defined environmental policies;
- Purchasing goods that are produced locally;
- Using the minimum of chemicals for cleaning and gardening; and
- Purchasing goods that have national certification marks.

Of the above indicators, only the last (purchasing goods that have national certification marks was considered to be unsuitable for the Taiwan hotel market and was excluded from the second round of questionnaires conducted for the study. These indicators included by Hsiao *et al.* (2014:197 – 208), will also be considered for the GPP of hotels in South Africa, in order to determine if they are utilised by the South African accommodation sector, as they are suitable indicators of GPP for the accommodation sector of the tourism industry (South African Tourism, 2016).

2.5   Current understanding of GPP in the South African hotel industry

Most private businesses in South Africa recognise the need to implement environmental responsible policies within the organisation. The study conducted by the WWF (World Wide Fund) in 2006 (cited by IISD, 2008:30), indicated that the large companies in South Africa would prefer to use "green" products within the procurement process. However, it is difficult to identify both green products and the suppliers. According to the IISD (2008:23), several private companies in South Africa either make an attempt to incorporate GPP into the business or lead sustainable practises. However, South Africa has a shortage of good quality and suitable green products that can be used for GPP. Additionally, businesses in South Africa often see the implementation of GPP as time consuming, and requiring expertise and dedication, which is lacking within the business structure. However, increasing consumer demand would put increasing pressure on companies to becoming greener and implementing of GPP. The South African tourism industry has a large international customer base and similarly to the customers of a business, tourists are putting increasing pressure on hotels to become greener. The implementation of GPP for the services and procurement of goods of the hotel sector is one of the methods which the hotel can use to address this issue.

In South Africa, studies on GPP seem to have mainly included procurement within the public sector (IISD, 2008: 1:90; Agyapong, 2014:1-175). Tourism related studies in South Africa, have concentrated on the linkages of tourism and agriculture (agritourism), pro-tourism, customer

behaviour towards "greening" of tourism practises, the role of management and greening of hotel and corporate social responsibility (Rogerson, 2013, 336- 355). Few studies in South Africa have focussed on GPP within the hotel industry, although some of the studies that have been conducted refer to GPP.

Rogerson (2013, 336- 355) established that tourism impacts greatly on local areas in that the local economies often do not benefit from the tourism. Be that as it may, different studies, have shown that particularly in destinations where GPP is most required, tourism and local supply chains have worked less continuously. Local economic activities are often not able to link to tourism due to destination being unable to meet the demand of goods to sustain themselves competitively (Lacher & Nepal, 2010: 82).

Van de Mosselaer *et al* (2012:86) study acknowledges that tourism is a complex business with many different linkages, which makes it more difficult to implement GPP across the whole business. The study also indicated that besides its complexity, tourism has a lack of management capacity to source, implement and monitor GPP. The study concentrated on tour operators and it was concluded that tour operators have the ability to implement GPP within the supply chain and studies on tour operators has indicated that GPP is included in the business policy of some of the bigger tour operators.

Accommodation forms an important part of the tourism industry in South Africa and is a momentous component of any tourism initiative. In South Africa, the hospitality sector offers visitors a wide choice of accommodation types, including hotels, guesthouses, bed and breakfast and the cheaper options of backpacking, self-catering and camping (South African Tourism, 2017).

The TGCSA (Tourism Grading Council South Africa) (2004) defines a hotel as "*an establishment that provides accommodation to the travelling public, has a reception area and offer at least a breakfast room or communal eating area.*"

According to Grant Thornton (Grant Thornton, 2016) tourism has been earmarked for high growth due to its increased contribution to Gross Domestic Product (GDP) to ZAR 499 billion by 2020. The majority of hotels in South Africa are located within the cities of Johannesburg, Cape Town, Pretoria and Durban. The sizes of hotels vary, but in South Africa hotels have an average of 60 hotel rooms. The TGCSA has around 662 hotels throughout South Africa that have been graded by the council. Due to the large number of hotels in South Africa, this study concentrates on a random selection of twenty (20), four and five star graded hotels located within the cities of Pretoria, Johannesburg and Cape Town, as these are the three cities that can be considered to being the main contact centres of international travellers, due to the international airports, namely

OR Tambo International Airport and Cape Town International Airport (ACSA, 2017) being located in these provinces of South Africa.

2.6   Drivers for GPP in the hotel industry

Drivers are reasons or motivations that encourage a business to include environmental management practises. Drivers are either internal factors such as the businesses policies, employees, financial benefits, management decisions or external such as regulations, policies, the customer demands or competition. GPP assists in balancing the economic and environmental, as well as the social performance of a company (Appollini *et al.*, 2014:122 -133). By including green into the business, both the business and the customer benefit (Seman *et al.*, 2012:1). GPP allows the organisation and the community to save money in the medium and long term. Furthermore, it aims to decrease the use of resources, while increasing production and consumption of goods and services, thereby increasing profitability (Du Plessis Ed., 2015: Chapter 23).

Implementing GPP can aid a business in seeking support operations, encouraging competitive and wise buying of products, maintaining minimum inventory, developing reliable resources and hiring and training competent staff. Encouraging GPP within an organisation encourages suppliers to also go green (New *et al.*, 2002:93 -105).

Research conducted in the hotel and lodging industry in the United Kingdom and United States of America indicates that GPP has the following benefits for the hotel:
- A high capacity to meet its own environmental goals and objectives;
- Better workers' safety, health and morale;
- Higher profits due to savings in the use of resources i.e. fuel, energy and water;
- Increased loyalty from the customers;
- Social benefits including improved relationships with the community and the creation of work locally; and

- An increased access to investors who are increasingly determining a company's social, environmental and governance performance when making decisions with regards to investments (Green Hotelier, 2014).

It is, therefore, highly beneficial for a hotel to implement GPP within its business practise.

2.7   Barriers to GPP in the hotel industry

Due to progressively difficult economic conditions, the pattern of GPP may be countered by obstructions or barriers, for example, the continuous idea that these products and services are costlier than other products and services. Furthermore, the large number of various frameworks,

criteria and ways to deal with GPP confound suppliers and buyers and further backs off the advancement in organisations and administrations utilising GPP (UNEP, 2013:40 -43).

It is often difficult for a company to change its way of doing business, therefore, a company needs to identify the barriers to adopting GPP within its own organisational structure and for its suppliers. Internal barriers include costs and the lack of internal census for the adopting of GPP, and the short and long terms goals of the business may make it more difficult to adopt GPP within the existing goal. Procurement managers may not have the necessary knowledge to use and apply the information provided by suppliers that include sustainability criteria or may not see this as an important component of the procurement process. Furthermore, managers often find that the environmental issue of green procurement practises is contestable due to the difficulty of environments in which businesses operate when dealing with GPP (Appolloni *et al,* 2014: 122 - 133).

External barriers may include unreasonable legislation and policies that set unattainable deadlines, poor commitment from supplier's and industry specific suppliers. Therefore, an international framework that is easily implemented should be created for GPP (Appolini *et al,* 2014: 122 - 133).

2.8   Indicators for tracking GPP

The UNEP (United Nations Environment Programme) (2013: 1- 49) determined that there are three types of indicators that can be used to track GPP progress. These fall under the following three categories:

- Policies, laws and plans, where for example the laws / regulations are included in the company's GPP or GPP is integrated within the companies' environmental policies.

- The implementation activities, where for example the financial effect of GPP is determined in terms of the lifecycle costs of the product, or in terms of the CO_2 emissions released to either make or use the product.

- Impact indicators that are indicated as a percentage of an environmental impact of GPP such as $CO_2,$ how efficiently energy is used, or the number of green products available before and after the implementation of a GPP policy.

It is, however, important that the indicator can be measured. The opinion of what is useful to what is actually measurable, differs between users, with financial value being concluded to be the most popular indicator for GPP. Therefore, the business must ensure that an indicator for GPP is clearly defined in order to reach a mutual consensus of what should be included to ensure that the GPP

is successful. The development of an international framework to monitor GPP should be created to evaluate GPP and encourage competition, enable benchmarking and possibly improve GPP implementation (UNEP, 2013: 1- 49).

2.9 Reporting on GPP

The Green Hotelier (Green Hotelier, 2014), recommends that the indicators of GPP that are used to monitor suppliers need to be clearly defined in order for them to be able to be monitored. All results of the monitoring should be clearly communicated internally in order to maintain motivation, awareness and commitment of staff. Any hotel that communicates the results externally should first report these to the suppliers and then to the public through the sustainability report.

2.10 Implementation of GPP in the hotel industry

According to the Green Hotelier (2014), GPP should be implemented in small steps due to the complex nature of the GPP process. The hotel industry has a wide range of suppliers that provide different products and services. GPP is a process that involves creating a green procurement policy, putting it into effect, selecting the product and services, engaging and assisting suppliers and monitoring the GPP progress. The IISD recommends these same steps for implementing a green procurement program for a business and adds that reviewing of the process should occur once the monitoring data has been analysed. This allows for the business to adapt the green procurement program to changing environmental goals within the business' policy (IISD, 2008: 30).

All aspects of a hotel can be procured in a green manner, including the procurement of food, the bedroom furniture, spa amenities, as well as any services that are outsourced i.e. laundry and transportation. By including green decisions when implementing procurement practises, hotels can influence both their suppliers and the consumers of the hotel service in a positive manner thereby contributing positively to the environment while enjoying the social benefits of the GPP. GPP in a hotel requires that the costing of each product and service is determined from "*cradle to grave*" i.e. the life-cycle cost. It requires that the hotel look at each product and services from the extraction of the raw material, through the production process, as well as the distribution of the products. However, it also includes that the hotel determines how the product and / or service is used, impacts of repairing and maintaining it, and finally how the product will be disposed of, or determining if it can be recycled and to what extent it can be recycled or reused (UNEP, 2013: 1-49).

The hotel should request each supplier to determine and report on the impacts associated with each part of the product's life-cycle. By utilising "life-cycle costing," hotel management can figure

out whether an underlying higher expense for the product or service will be offset by a will be counterbalanced by a lower progressing productivity sparing over the lifetime of the product / service. This can be determined for all components of purchasing and service utilised by the hotel (Green Hotelier, 2014).

The accommodation sector spends about 30% of its total expenditure on food and beverages, therefore, local GPP for sourcing these could contribute significantly to the development of the local community. By sourcing foods locally, there is also an additional social benefit in that the community not only benefits economically, but there is also no major change in the lifestyle and tradition of the community. Local procurement of food ensures that the distance that the food travels is shorter, therefore there is a lower carbon footprint. However, studies have indicated that hotel establishments normally source food supplies from where it is most cost efficient, reliable and easily accessible with a good quality (Torres and Momsen, 2004; Levett and Chandler, 2012 and Rogerson, 2012a).

The tourism industry in South Africa is dominated by large enterprises. Developing linkages between the big developed enterprises and small local enterprise by GPP can develop tourism on a local scale (Kirsten & Rogers, 2002: 29 -59). The implementation of GPP in one hotel should allow smaller businesses to develop and aid in contributing to the principles and objectives of the Responsible Tourism Guidelines (2002), ensuring sustainable development of the industry within the country and contributing positively to the South African economy.

2.11 Conclusion

GPP is defined in several ways throughout literature. Due to the relation of this study to GPP in the hotel sector of the tourism industry, GPP will be defined as per the definition provided by Green Hotelier in section 2.1 of this chapter. GPP leads to sustainable development and includes environmental, social and of course the economic aspect of sustainable development. Both internationally and within South Africa, there are various regulations, policies, acts and guidelines that provide for the implementation of GPP within the tourism industry and the hotel sector. South Africa's Responsible Tourism Guidelines were implemented in 2002 and provide guidance to GPP and its application and implementation within the tourism industry. As hotels have a large impact on the environment, this study focuses on the progress of the implementation of GPP within the South African hotel sector with regards to the implementation of the Responsible Tourism Guidelines. The literature review provides a current understanding of GPP, identifies both drivers and barriers to GPP in the hotel sector, as well as indicators and discusses the monitoring thereof. within the hotel sector.

CHAPTER 3 RESEARCH METHODOLOGY

This chapter provides the outline of the research approach that was used in this study in order to answer the research question. The chapter provides a layout of the research design that was used for the study, followed by an explanation of the tools used for gathering information in the form of primary and secondary data. This is followed by the description of how the data was analysed. Furthermore, the chapter indicates the credibility and reliability of the data and gives an indication of ethics taken into consideration in the study.

3.1   Research Design

Kothari (2004:18) defines research as "*a scientific and systematic search for pertinent information on a specific topic.*" According to Kumar (2011: 95), *"research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. It is a blueprint or detailed plan for how the research will be completed." "It is a procedural plan adopted by the researcher to answer questions validly, objectively, precisely and carefully*" (Gray (2014: 5). Accordingly, it involves the defining of a problem, the formulation of the hypothesis or question that needs to be answered and the gathering of data that will answer the question or provide deductions / conclusions that fit into the hypothesis. The data that is collected needs to be organised and evaluated in order to make these deductions and conclusions. Gray (2014: 5) **Figure 3-1** provides a simplified overview of the research method.
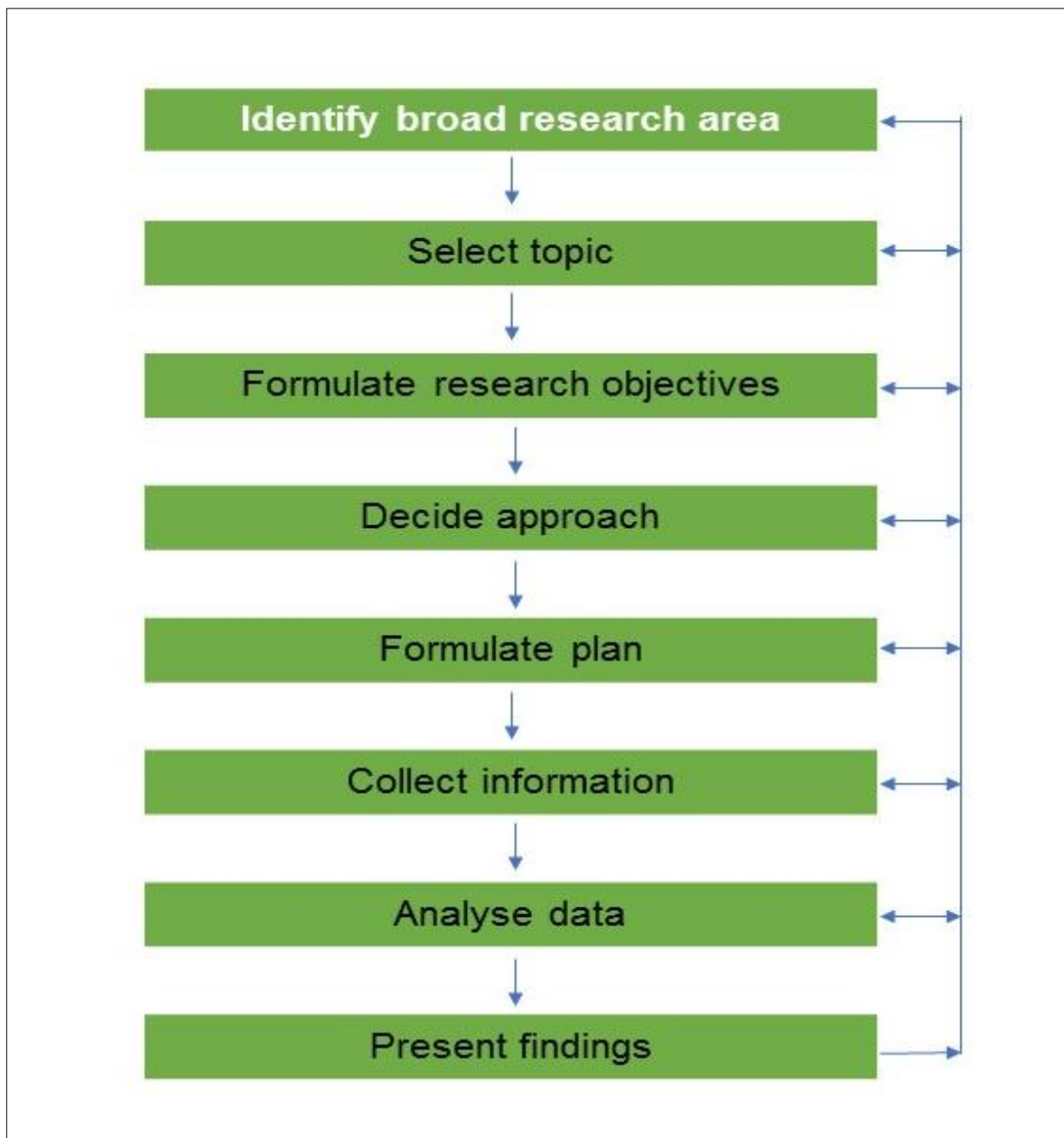
Figure 3-1:   Overview of the research process. (Gray, 2014:6)

Research design, therefore, is a detailed plan or blueprint for collecting data and then analysing this data in order to answer the research question or test the hypothesis (Bhattacherjee, 2012:35 and Gray, 2014:690). The research design is dependent on the research problem, the objective of the research and cost and time considerations (Burton, 2000, and Seheran and Bougie, 2013).

Research design allows the researcher to decide and communicate the decision of how the information will be collected, how the data will be analysed and the findings of this then communicated. Additionally, it requires that the rationale and justification for each decision made that determines the 'how' of the research process. The researcher, therefore, needs to assure

himself or herself, as well as others that the path is valid and the results are reliable (Kumar, 2011: 96). Different studies make use of different research methods, depending on the aim of the research (Gray, 2014).

3.2   The Study Setting

South Africa lies at the tip of the African continent and is bordered by the warm Indian Ocean in the east and the cold Atlantic Ocean in the west. In the north-eastern part of the country, it borders Mozambique, and in the north with Zimbabwe and Botswana, while on the north-eastern side lies Namibia. South Africa completely surrounds the Kingdoms of Swaziland and Lesotho. With over 3000 km of coastline, several UNESCO (United Nations Educational, Scientific and Cultural Organisation) World Heritage Sites, various mountain ranges, amazing scenery and wildlife, South Africa has a great deal to offer to the tourist. According to Statistics South Africa, South Africa has a population of 53 million people, which adds a special cultural tourism to the mixture (Stats SA, 2017).

Tourism contributes greatly to economic growth in South Africa, as well as to service export and social development (Stats SA, 2017). The direct contribution of tourism to GDP (gross domestic product) was R111.6 billion in 2014 (2.9% of GDP), with 9 direct contributions to employment of 680, 817 job opportunities (4.5% of total employment). The number of tourists visiting the country has continued to grow on a year to year basis. A recent online newspaper article in the "Daily Maverick" (Spicer and Bannister, accessed 2 August 2017), indicated that a research commissioned by the ACSA (Airport Company South Africa), that for "*every regular, long-haul direct flight secured is estimated to support as many as 3,000 jobs.*" This provides a great opportunity to contribute to the South African economy and boost the *"current economic malaise."*

DOMESTIC TOURISM PERFORMANCE

Domestic Tourist Trips
24,3 million
▼ -0.8% compared to 2015

Total Direct Domestic Spend
R26,5 billion
▲ 12.3% compared to 2015

Length of Stay
4.3 nights
▲ 1.6% compared to 2015

Bednights
103,4 million
▲ 0.9% compared to 2015

Geographic Spread
Visited more than one province **10%**
▲ +720 basis points compared to 2015

Seasonality Index
24.0%
▼ -190 basis points compared to 2015

INTERNATIONAL TOURISM PERFORMANCE

Foreign Tourist Arrivals
10,0 million
▲ 12.8% compared to 2015

Total Foreign Direct Spend
R75,5 billion
▲ +10.8% compared to 2015

Length of Stay
9.2 nights
▼ -2.9% compared to 2015

Bednights
88,8 million
▲ +9.2% compared to 2015

Geographic Spread
15% Visited more than one province
▲ +220 basis points compared to 2015

Seasonality Index
1.35%
▲ +1 basis point compared to 2015

Figure 3-2:   Summary of the 2016 tourist statistics in South Africa. (South African Tourism, 2016)

As indicated in **Figure 3-2** above, tourism in South Africa has grown by 2.8% in 2016 compared to 2015 with a total of 34.3 million tourists. Although domestic tourism is declining, it remains the main contributor to South African tourism and is still more than twice that of international arrivals. The growth of international tourists out grew the key benchmarking destination on a year to year growth from all the regions (South African Tourism, 2017).

The total tourism revenue that was injected into the South African economy in 2016 approximately R102.1 billion. This is an increase of 11.1% in comparison to 2015. *"Almost 70% (R75.5 billion) was generated from the international tourist"* (South African Tourism, 2017).

As indicated in **Figure 3-2** above, the number of nights per tourist was around 4 nights in 2016, with international tourists staying an average of nine nights, slightly shorter than the previous

year. There has been a record increase in the number of bed-nights to 192.2 million nights, with the challenge being that most of these bed night was spent in unpaid establishments. Therefore, according to SA Tourism, there is an economic opportunity in converting these nights into a formal sector, (South African Tourism, 2017).

As indicated in **Figure 3-3** below, *"one in twenty-two (22) people who are employed in South Africa work in the tourism industry, which represents four and a half percent (4,5%) of the total workforce. The tourism industry also exceeds mining as an employer as the mining industry employed about 462 000 individuals in the quarter ending December 2015. Whereas mining contributed eight percent (8,0%) to the South African economy in 2015, the tourism industry contributed three comma one (3,1%). This means that for every R100 produced by the South African economy, R3,10 was as a result of tourism. This makes tourism a bigger industry than agriculture, which contributed only two comma four percent (2,4%) to the economy in 2015"* (Stats SA, 2017).

Tourism is, therefore, identified as a key driver of providing job opportunities, and economic growth in the country. As tourist arrivals into the country increase, so does the demand for tourism accommodation. South Africa offers a wide range of tourism accommodation establishments, ranging from basic camping facilities to luxurious hotels and lodges (Department of Tourism, 2016: 11). This study will focus on a random selection of four-and -five-star hotels located within three of the main tourism cities of South Africa, namely Cape Town, Johannesburg and Pretoria.

Figure 3-3: Tourism's contribution to the economy of South Africa. (Stats SA, 2017)

3.3 Research Methodology

This section examines the research design, data collection procedure and data analysis techniques used for this study.

3.3.1 Research Aims and Objectives

The first step in research is to determine the research area, which involves the defining of a problem area and describing one or several research problems (Welman and Kruger, 1999:11). The aim of this research is to investigate the progress of GPP in the hotel sector of the South African tourism industry. The research approach adopted for this study was chosen to address the research question, which is determined from the objectives of the research presented in the first chapter.

3.3.2 The Research Approach

The research design may be either qualitative, quantitative or a mixture of both, which is known as mixed method. Quantitative design makes use of systematic and mathematic techniques used

to collect and analyse quantitative data (Gray, 2014:689). It is dominated by mainly positivist paradigms and is focussed on analysing numerical data (Venkatesh *et al*, 2016:437). Quantitative design, therefore, *"makes use of numbers to statistically represent the results of the study"* (Aliaga and Gunderson, 2000:2). Qualitative design on the other side, *"makes use of narratives to represent the results of the study and tends to be more descriptive"* (Strauss and Corbin, 1998:10 -11 and Gray, 2014:689). *"It is dominated by mainly constructive paradigms and is focussed on analysing narrative data"* (Venkatesh *et al*, 2016:437). The mixed method design uses a combination of both qualitative and quantitative methods (Gray, 2014:190)." It is dominated by paradigms such as pragmatism, critical realism and transformative-emancipatory and focussed on analysing both narrative and numerical data (Venkatesh *et al*, 2016:437). Johnson *et al* (2007:123) define mixed research as "*the type of research in which a researcher or team of research combines elements of qualitative and quantitative research approaches (for example the use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques for the broad purpose of breadth and depth of understanding and corroboration.*" According to Caruth (2013:113), using both qualitative and quantitative designs ensures that the methods complement each other and allow for greater insight, while resulting in more questions of interest for future studies. Mixed methods provide the opportunity to develop theoretical perspectives through the combination of the strengths of both qualitative and quantitative methods (Venkatesh *et al*, 2016: 435).

The purpose of mixed method design is to be complementary through obtaining shared views about the same experiences. It ensures completeness by ensuring there is full depiction of experiences. Furthermore, the method is developments as it allows for the building of questions. Mixed method design allows for expansion through expanding on knowledge gained from a previous method. It allows for validation, counters the weaknesses of one method and is diverse. (Venkatesh *et al*, 2016: 114).

The greatest advantage of using mixed research methods is that the research results in complimentary findings and stronger results (Venkatesh *et al*, 2016:114). As further indicated by Caruth (2013:113), the use of the mixed research method allows for greater insight as the quantitative and qualitative methods complement each other and this results in more questions for future studies. Generally, the steps of the mixed method design include deciding on whether the mixed method research is viable, justifying the combination of methods, planning the data gathering, developing the question, collection of the data, analysing the data and writing the report (Venkatesh *et al*, 2016:115).

It is recommended that both qualitative and quantitative data is collected when determining a specific research design. As suggested by Bhattacherjee (2012:41), this study makes use of the mixed research design through the use of a structured survey questionnaire in order to collect

quantitative data. Some open-ended questionnaires have been included within the questionnaire structure in order to collect qualitative data (Refer to Appendix A for a copy of the questionnaire).

3.3.3   Sampling

Sampling is defined as "*as the process of selecting a few (a sample) from a bigger group the sampling size) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group. A sample is a subgroup of the population you are interested in*". A sample is a trade-off between advantages, such as saving time and resources, and disadvantages such as compromising the accuracy level of the study findings (Kumar, 2011:176).

This study made use of a purposive random selection of four and five star hotels (i.e. a random sample of a small number of units was taken from a larger target). As the TGCSA is highly recognised for its accreditation system in South Africa, a purposive random selection of four and five star hotels located within Johannesburg, Pretoria and Cape Town areas, which are also the main tourism centres, were selected from the TGCSA website. Due to time constraints for the research, it was predetermined that twenty hotels would be used as the sample size. Originally thirty-six hotels were contacted, however, only twenty replied. The results in section 4 is based on the replies from the twenty hotels.

It must be noted that previous research conducted by Kucukusta *et al* (2013: 19 -30) concentrated on four and five star hotels due to previous studies emphasising the relation between responsible tourism initiatives and luxury accommodation. Furthermore, customers have high expectations of luxury hotels, including the environmental and social initiatives of these hotels and lastly, guests may be willing to pay more to support a hotel with any 'green' initiatives. Therefore, it was predetermined that for the purpose of this study, focus would be placed on the four and five star hotels located in the three main tourism centres of South Africa, and a sample was selected accordingly.

3.3.4   Data Collection

In order to conduct research, it is necessary to collect data from a sample to solve the problem (Welman and Kruger, 1999:46). It is, therefore, necessary to select a suitable method to collect the data, and to determine which method will be the most suitable method to provide the data and the required information to address the research problem. For this study, use was made of both primary and secondary data collection methods. The primary data is the information that is collected directly by the researcher, and secondary data is information that is already available from existing sources (Sekaran and Bougie, 2013). The primary data was collected by means of

a semi-structured interview that was conducted either face-to-face or telephonically, and where the interviewee preferred it, by means of a questionnaire.

3.3.4.1 Secondary data

Data can be used on a continious basis (McGivern, 2006). Research includes embarking on empirical work and collecting data that assits in either initiating, refuting or organizing our theories (May, 2001). Previously conducted research often leads to further research questions. (Black, 2002). A preliminary literature review was conducted to source the research problem and provide guidance for the research topic. Throughout this research, an extensive literature review has been conducted to support statements. The literature review included the review of book, journals and news articles relevant to the study. This assisted the researcher in determining the origin of the research problem and to identify the gaps in the literature to guide the scope and context of the study. Through the literature review, it was determined how previous studies related to each other and how this study ties into these past studies.

Documents formed a source of data gathering for this research. The documents included both published and unpublished documents, reports, newspaper articles and other documents associated with the study and anlalysed through content analysis. Official statistics on the tourism industry and specifically the hotel sector in South Africa, policies and guidelines were also used for secondary collection of data (StatsSA, 2017 and Department of Tourism, 2017).

Furthermore, integrated reports of hotel groups that also manage / represent or own hotels in South Africa, as well as private hotels, were sourced from the internet. Other documents that were retrieved from the internet include environmental policies, waste management guidelines and any sustainability policies or initiatives of these hotels. The content of these reports was searched for information relevant to sustainability, as well as procurement practises to determine if there is a link between the responsible tourism guidelines and green procurement practises of South Africa hotels.

As such, documents are not written for research purposes and, therefore, may not provide the data that fully meets the objectives of the research. Furthermore, these documents may be inconsistent, incomplete, lack a standard format or contain limited linguistic skills (Bailey, 1994 and Creswell, 2003). This shortfall of these documents was addressed in this study by complementing it with data gathered through the exploration of narratives around the actual practices that are informed by these policy documents or integrated reports. The narratives were collected through the questionnaires and interviews with the various hotel managers.

3.3.4.2 Primary Data

Primary data is collected through first-hand experience. Primary data formed the main data source for this study and was obtained through a semi structured interview or where the interviewee preferred it, by means of a questionnaire. Due to the wide distribution of the audience of the study, both face to face and telephonic interviews were conducted.

3.3.4.2.1 The Semi-structured interview

According to Kvale (2007: xvii), an interview is a "*specific form of conversation where knowledge is produced through an interaction between an interviewer (one gathering data) and an interviewee (one responding to the enquiry)."* Gray (2014:382) echoes this definition and adds that the interviewer normally has a written set of questions on hand, which can either be structured and methodical or be used as an aide to guide the researcher of the key areas that need to be probed. *"Interviews allow for insight into people's experiences, opinions, values, aspirations, attitudes and feelings"* (May, 2001:120 and Gray, 2014:382). According to Gray (2014:384 -388), there are various types of interviews, namely the *"structured interview, semi-structured interviews, non-directive interviews, focused interviews, informal conversational interviews and problem-centred interviews."*

This study made use of semi-structured interviews, as they allow for the probing of views and opinions and present a versatile way of collecting information (Gray, 2014: 386), allowing the researcher to verify data from other data sources (Nieuwenhuis, 2011:87) Furthermore, semi-structured interviews offer flexibility in the form and nature of the questions that can be asked, as the answers from the respondent may determine the direction of the questions (Burton, 2000; Seharan and Bougie, 2013, and Gray, 2014). Semi-structured interviews also allow the interviewer to probe the respondent to clarify vague responses (Gray, 2014: 386).

For this study, an interview schedule (Appendix A) was designed to guide the interviewer, as it considered best to conduct an interview equipped with some form of a questions list (Gray, 2014: 388 – 389). The interview schedule included a number of aspects relevant to sustainable / responsible tourism practises, environmental practises and specifically green procurement practises within the hotels, as these aspects are relevant to the theme of the research (Welman and Kruger, 1999:167 and Gray, 2014: 388 -389). Semi-structured interviews allow the interviewee to express in-depth ideas in his or her own way (Finn *et al.*,2000) and allows the researcher to *"see the world through the eyes of the participant"* (Nieuwenhuis, 2011:87 and Gray, 2014: 383). The main advantage of interviews is that the interviewer is in complete control of the interview situation. The researcher was also able to use probes to clarify misunderstandings on the part of the respondent and was able to explain any questions that may have appeared to be

vague and unclear to the interviewee. This, therefore, ensured that the information that was obtained was of a good quality and the interviews resulted in higher response rates.

The process used for the interview followed the guidelines provided by Seidman (1998) to facilitate the process, namely: Including questions that are short and easily understandable;

2. Allowing the participant to mainly do the talking during the interview;
3. Asking one question at a time to avoid confusion;
4. Not including sensitive questions; and
5. Repeating significant questions during the interview.

Due to the wide distribution of the hotels and time constraints, telephonic interviews were also conducted. The advantages of telephonic interview, includes the low cost and they can be conducted more quickly than a face-to-face interview. The latter, however, is a drawback in that the information may then have less depth and elaboration (Gray, 2014:404).

3.3.4.2.2 Survey Questionnaire

The questionnaire consists of a written list of questions, to which the answers are recorded by respondents. The question is interpreted by the respondent and then an answer is provided as per the respondents understanding of the question. Therefore, the question must be clear and easy to understand and the layout must be easy to read and agreeable to the eye. Furthermore, the order of the questions must be easy to follow and be interactive (Kumar, 2011: 141). The advantage of a questionnaire is that it can be less expensive than other data collections methods, saves times and is anonymous. Both close-ended and open-ended questions have been used in this study, as this allows for units of measurement to be identified to classify the responses and permits for statistical procedures to be applied to the data and allows for the information to be analysed and presented. The open-ended questions were included to provide additional information on GPP in the four and five star hotels in South Africa (Kumar, 2011: 145).

All hotels that participated by completing the questionnaire, which had the same set of questions as the interview, were contacted telephonically in order to obtain the email address of the manager. The questionnaire was then emailed to participants and this was followed up within a week by another phone call and email if no reply was received from the participant.

The questionnaire consisted of a total of 10 questions divided into three sections (Appendix A). Some of the questions used were adapted from the guidelines on responsible procurement provided by the Green Hotelier in the United Kingdom (2014) and the South African Responsible Tourism Guidelines (2002).

The first section of the questionnaire focused on the demographics of the respondents, which was required to enable the researcher to contact the participant should the need for clarification arise and to get facts about the hotel such as its star rating and whether the hotel belongs to a chain of international, national hotel group or is a private hotel. The second section of the questionnaire focussed on sustainable / responsible tourism. This section was put in to determine what the understanding is of sustainable / responsible procurement in the South African hotel sector. The third section concentrated on green procurement practises. This part focussed on testing the progress of green procurement policies and what it entails for the different hotels. A total of twenty (20) questionnaires were completed and/or returned out of the total of thirty (30) that were sent out to the various hotels This gave a response rate of sixty-six comma six (66,6%) percent.

3.3.5   Ethical considerations

In order for research to be conducted ethically, it is necessary to seek informed consent from the subjects, therefore, *"the person must be made aware of the type of information that the researcher wants from them, the information that is sought and the purpose of how it will be put to use, and how it will directly or indirectly influence them"* (Kumar, 2011: 220). According to Shenton (2004: 64), credibility of research is addressed through the use of mixed research methods. Consent for this study was requested in the covering email of this study where the questionnaire was sent out. For the interviews, consent was asked in the introduction for both the face-to-face interviews, as well as the telephonic interviews. The purpose of the study was indicated to all participants and the participants were advised that the information, including the results could be made available to the hotel should they wish to receive a digitised copy of the study. Furthermore, the study included random sampling, which negates researcher bias in the selection of participants (Shenton, 2004:65).

3.3.6   Constraints of the study

The study encountered some challenges. Originally the questionnaires were loaded onto an online survey system and sent out. Although the online questionnaire was sent out a second time, no responses were received. After further consultation with people in the industry, the questionnaire was shortened and compiled in a word document. The hotels were then contacted telephonically. This itself proved challenging as the employees at the reception were not always willing to put the phone call through to a manager. Telephone calls had to be done from 10:00 a.m. to around 14:00 p.m. to ensure that managers were not busy assisting with the check-in and check-out of hotel guests. Furthermore, the study had to take into account the various travel industry conferences. Therefore, it was necessary to often follow-up a week later where the participants had indicated that they would prefer to complete the questionnaire themselves. It took

eight weeks to collect the data, which was slightly longer that what had originally been planned for in terms of collecting the data.

Furthermore, due to time constraints only thirty-six (36) hotels were contacted and only twenty (20) replied. The results discussed in section 4 only include the twenty hotels that replied. The sample of the population may, therefore, not be representative of all of the hotels in South Africa.

3.4   Conclusion

This chapter presented the research design, which was utilised in the study. The mixed method design selected for the study, made use of both qualitative and quantitative data collection methods. The sampling method was explained and the primary and main data gathering methods were also emphasised. This was followed by the ethical considerations that formed part of the study, as well as the outline of the constraints, which were encountered during the study. Therefore, this chapter reports back on the methods used to gather the data for the study. In the next chapter the data analysis and findings of the study are discussed.

CHAPTER 4 DATA ANALYSIS AND DICUSSION OF FINDINGS

This Chapter provides an analysis of the data collected from the various hotel managers through the face-to-face or telephonic interviews that were conducted, or the questionnaires that were emailed. The data is presented thematically in order to address the research question and to identify any links between the data. The Chapter also presents an analysis of the secondary data that was gathered from the integrated reports of some of the various hotel chains, as well as some private hotels.

4.1   Data Analysis

Data analysis assists in the breaking down of the information that has been gathered into smaller parts so that the information can be managed and interpreted. This assists in establishing the relation between the information and the research problem so that suitable conclusions can be made and the research question can be answered (De Vos, 1998:202). Data analysis allows for the searching of certain 'themes or patterns' across the data set. *"A theme captures something important about the data in relation to the research question. It represents a level of patterned response of meaning within the data set* (Braun and Clarke, 2006:90)." Data analysis is the progressive process of breaking down the data into smaller sections, then seeing how these can be connected into new ideas and provide the basis for a new description (Gray, 2014:602). According to Gray (2014:602), qualitative data must undergo a "*a rigorous and logical process in order to give the data meaning."* Qualitative data should be analysed through inductive or deductive approaches, which involves the coding of the data.

The data that was gathered for this study by means of the questionnaires (whether through the telephonic or face-to-face interviews, or questionnaires that were sent via electronic email) was analysed through the use of deductive analysis. As indicated by Vaismoradi *et al* (2013: 401) *a "deductive approach is useful if the general aim of thematic analysis and content analysis is to test a previous theory in a different situation, or to compare categories at different periods."* It involves making overviews from a specific sample used for the theoretical population (Venkatesh *et al* 2016:448) and is considered to be a top-down approach to analysing data.

The data that was generated from the various hotel policies and integrated reports was analysed by using content analysis. Content analysis involves the scrutinising the document for patterns and trends of words to determine "*their frequency and relationship*" (Liamputtong, 2013:246). Documents are, therefore, sampled and selected. Certain codes or themes are identified and the document is then checked in order to determine the number of times these codes occur in the documents are counted (Silverman, 2011).

A total of eleven (11) policy documents or integrated reports were selected for analysis as indicated and the frequency of phrases such as sustainable development, green procurement, mitigation, environmentally friendly, sustainable food and beverage and the number of times they appear in the documents were identified and then counted. Content analysis is one of the simplest forms of analysing data and is often criticised as it *"may only focus on counting words and leave no possibility for detailed interpretations of the data"* (Grbich, 2007:122). Therefore, the identified themes were read in context to the document and not just taken out of context. This assists on ensuring that the themes are informed by not only "what" is said, but also "how" it was said (Seale and Tonkiss, 2012: 460). This approach, therefore, enables the analysis process to be contextualised.

Leahy (2014:1 -28), recommends Microsoft Excel for analysing survey questionnaires, through the coding of the data. In order to keep the hotels that participated in the study anonymous, each hotel was given a unique identifier from H1 to H20. This unique identifier was then applicable for the whole questionnaire / face-to-face or telephonic interview. Incremental identity numbers were written on each corner of the paper survey questionnaires. This allows for the removal of identifying elements from the questionnaire.

Each column was then given a descriptive header, which summarises the meaning of the question. A blank questionnaire was used to write the header next to each question and this was used as the codebook. A numbered code was then assigned to every response item on the questionnaire and the data was then entered and analysed (Leahy, 2014:1 - 28).

As previously indicated the process of analysis was made easier by providing a code for each hotel. This assisted with comprehension and provided protection of the privacy of the hotel. The coding explanation can be found **Table 4-1** below.

Table 4-1: Unique identifier, hotel grade and manager interviewed in the study. (Source: compiled by author)

Interviewee / Respondent and Hotel Coding	Hotel	Position of Interviewee
H1	Five Star hotel in Cape Town	General Manager
H2	Five Star hotel in Cape Town	General Manager
H3	Five Star hotel in Cape Town	Executive Chef
H4	Five Star hotel in Cape Town	Brand Manager

Interviewee / Respondent and Hotel Coding	Hotel	Position of Interviewee
H5	Four Star hotel in Pretoria	HR Manager
H6	Four Star hotel in Pretoria	General Manager
H7	Four Star hotel in Pretoria	Assistant General Manager
H8	Four Star hotel in Cape Town	Technical Manager
H9	Five Star hotel in Pretoria	Procurement Manager
H10	Four Star hotel in Pretoria	Marketing Assistant Manager
H11	Four Star hotel in Pretoria	Marketing Manager
H12	Five Star hotel in Johannesburg	Purchasing Officer
H13	Five Star hotel in Pretoria	Front Office Manager
H14	Five Star hotel in Cape Town	Guest Experience Manager
H15	Four Star hotel in Cape Town	Reservation Manager
H16	Four Star hotel in Johannesburg	General Manager
H17	Five Star hotel in Johannesburg	General Manager
H18	Four Star hotel in Cape Town	Environmental Manager
H19	Five Star hotel in Cape Town	General Manager
H20	Four Star hotel in Cape Town	HR Manager

4.1.1 The Characteristics of the hotel

As per Mensah (2006) and Alvarez *et al* (2001), it is important to determine the characteristics of the hotels as this affects sustainable practises that the hotel has implemented. The characteristics of the hotels were determined according to location, bed spaces, star grading, group of hotels

they belonged to (if applicable) and the position of the interviewee. The target population for this study is ninety-six (96). The research sample, however, that was contacted was thirty-six (36) and of this sample, twenty (20), responded. This percentage respondent is fifty-five percent (55.5%), which is, therefore, considered to be sufficiently significant to ensure a representative sample size for the purposes of this study. Nicholls and Kang (2012:609), had a response rate of twenty-two, four percent (22.4%) in their study regarding the *"adoption of environmental management practises in the lodging industry,"* therefore, the response rate of fifty-five percent (55.5%) can be considered favourable for this study. A breakdown of the hotel sample and the response is indicated in **Figure 4-1** below.
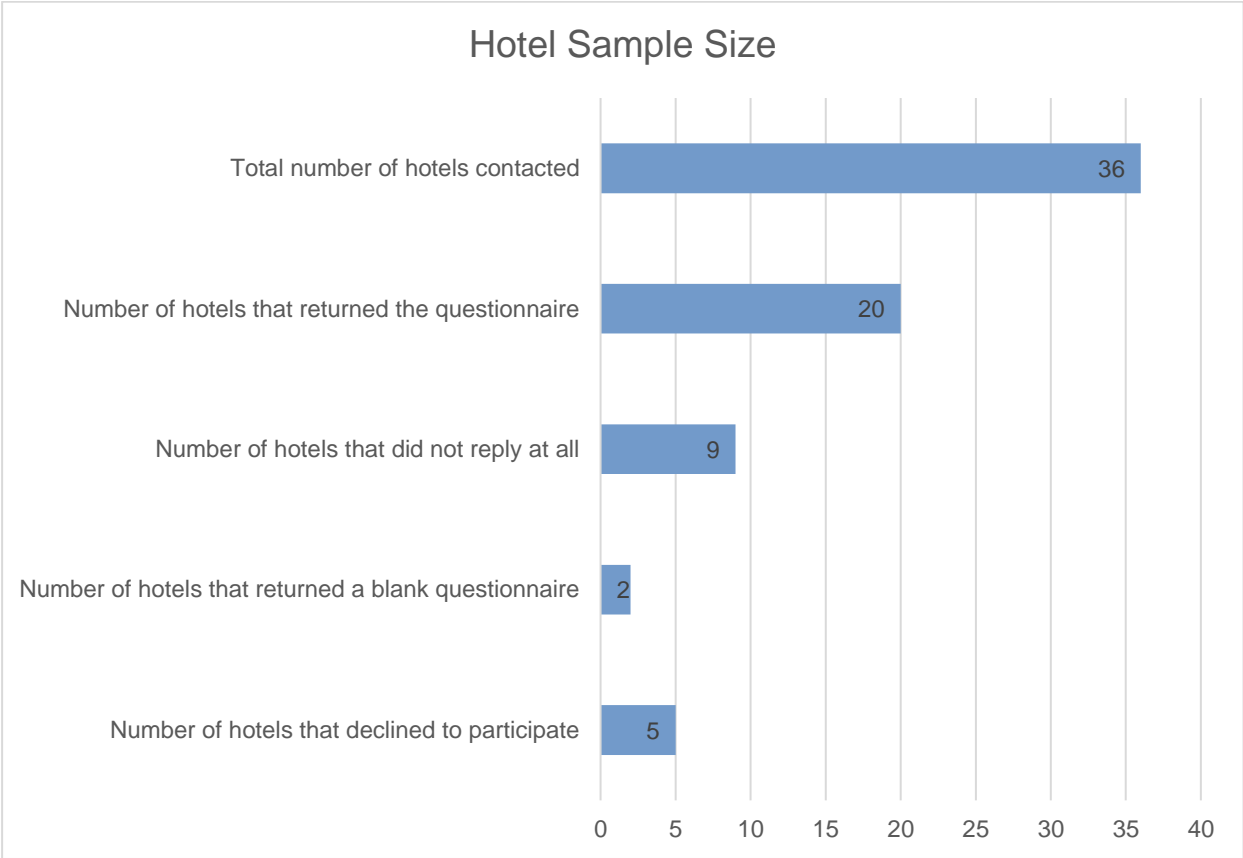
Figure 4-1: Hotel Sample and Responses received for the study (Source: compiled by author)

4.1.1.1 Star Grading

At the start of the study it was purposefully decided to include only four and five star hotels, due to these hotels being most likely to implement GPP practises. As per Radebauer (2011:57), *"five star establishments take significantly more action than one to two or three star businesses."* However, the more luxurious businesses may struggle with the implementation of sustainable practises due to guests' expectations hindering the implementation of sustainable practises. This is echoed by Stylos and Vassiliadis (2015:796) who suggest that the degree of a hotel's

38

participation is dependent on size and star rating, with higher rated hotels often more willing to implement operational changes that are more sustainable. Although a random sample was chosen for the study, half of the hotels that responded are currently graded as four star hotels and the other half are graded as five star hotels by the TGCSA. **Figure 4-2** below indicates the number of four and five star hotels that participated in the study.

Figure 4-2: Count of Hotel by Hotel Grading
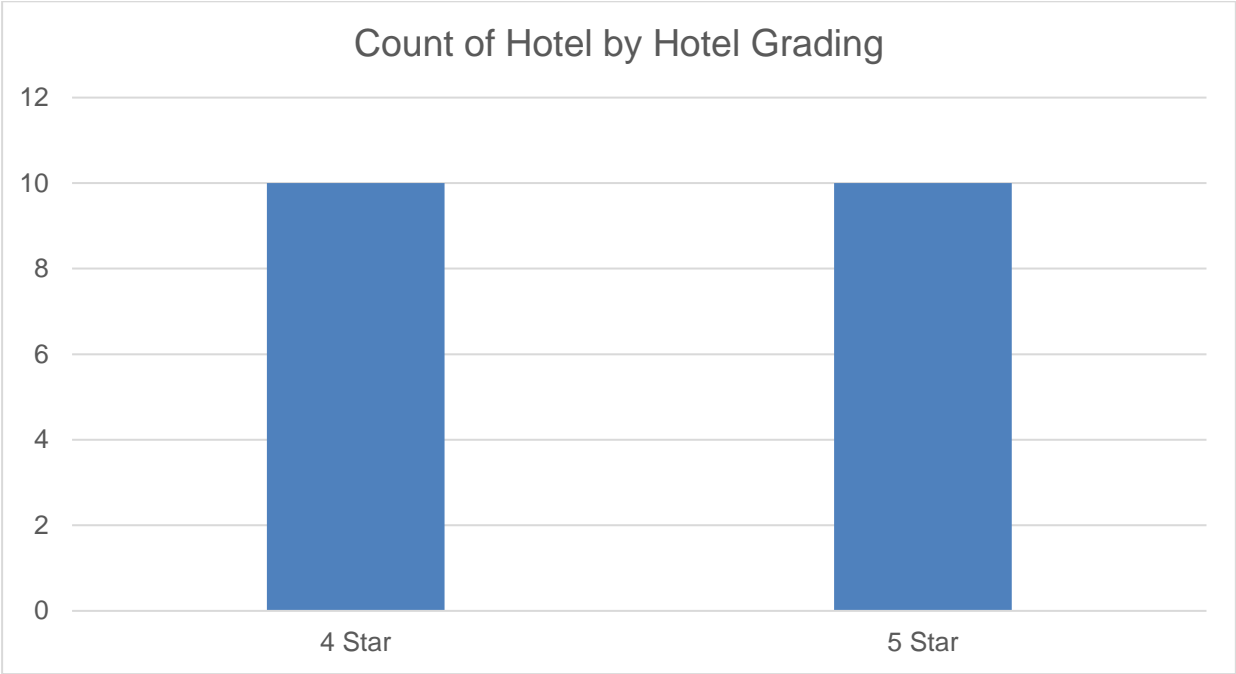
Figure 4-2: **Hotel Grading of the sample that responded (Source: compiled by author)**

4.1.1.2 Location

As previously indicated, the four and five star hotels that were included in the study were randomly chosen from the three main tourism areas of South Africa, namely Cape Town, Johannesburg and Pretoria. **Figure 4-3** indicates the location of the hotels based on the responses received. According to Rahman (2012: 721), *"location has an impact on hotels environmental practises,"* as a hotel in an environmentally sensitive area is more likely to implemented sustainable practises than a hotel in an area which is less sensitive, such as in urban areas. However, Stylos and Vassiliadis (2015: 810) determined that according to their study of sustainability practises in four and five star hotels in Greece *"the location of a hotel does not necessarily influence the hotels sustainability perceptions."* It must be noted that the hotels from this study are all located in the urban areas of South Africa.

Figure 4-3: **Hotel locations of the sample that responded (Source: compiled by author)**

4.1.1.3 Respondent Position within the hotels

The respondents consisted of various hotel staff members, who are responsible for implementing responsible tourism / sustainable practises in the hotel's day-to-day operations and who would also be likely to assist with questions regarding GPP practises within the hotel. Respondents represented various management positions within hotels, ranging from the general manager, head chef, marketing manager, human resources manager. **Table 4-2** shows the positions of hotel staff who responded to the questionnaires. As per the study conducted by Stylos and Vassiliadis (2015:796), *"the implementation of various sustainable strategies depends on top management's perception of hotel performance."*

Table 4-2: **Positions of hotel staff used in the study. (Source: compiled by author)**

Position of Respondent in Hotel	Number
General Manager	7
Brand / Marketing Manager	3
Executive Chef	1
Technical / Procurement Manager	3
Human Resource Manager	2
Front Office / Guest Manager	3
Environmental Manager	1

Position of Respondent in Hotel	Number
Total	**20**

4.1.1.4 Brand of the hotels

South Africa has various national and international hotel groups, as well as a large number of hotels that do not belong to a hotel group, and therefore, can be considered to be private hotels. As indicated in **Figure 4-4** below, the greatest response was received from private hotels, followed by the hotels that belong to international hotel groups and lastly the national hotel chains.

Although not all hotels and, therefore, not all the hotel groups were approached to participate in the study, the non-response rate from the original total number of hotels (thirty-six) that were approached belonged to the international hotel groups. The smaller private hotels were more willing to participate. This is contrary to what Sucheran (2013:149) determined in the study of "*Environmental Management in the Hotel and Lodge Sector in KwaZulu-Natal, South Africa,*" i.e. "*The response rates indicate that larger hotels and lodge chains are willing to participate in the study.*" However, as Sucheran (2013) approached all the hotels and lodges located within the province of Kwa-Zulu Natal, a similar approach in this study may, therefore, have resulted in different response rates for this study.

As per Radebauer (2011:57), hotels that are part of a hotel chain take more significant environmental actions than owner managed businesses. van Rensburg (undated:41) also determined that whether a hotel is private or belongs to a national or international hotel group, may influence on the extent to which a hotel implements measures to decrease environmental impacts, implements measures to encourage sustainable development and whether or not the hotel has a green procurement policy in place. This is due to the fact that hotels belonging to a group may have more resources available to implement such measures as private hotels and are also more likely to be influenced by international environmental or tourism policies and regulations. Furthermore, the environmental policies and initiatives in hotels affiliated with groups are usually established at a business level and then implemented across all of the hotels within the group. On the other hand, hotels that are privately or independently owned, it is the manager or owner of the hotel, who has the freedom to implement environmental initiatives, depending on the owners or managers knowledge and willingness to act (Rahman *et al*, 2012:721).
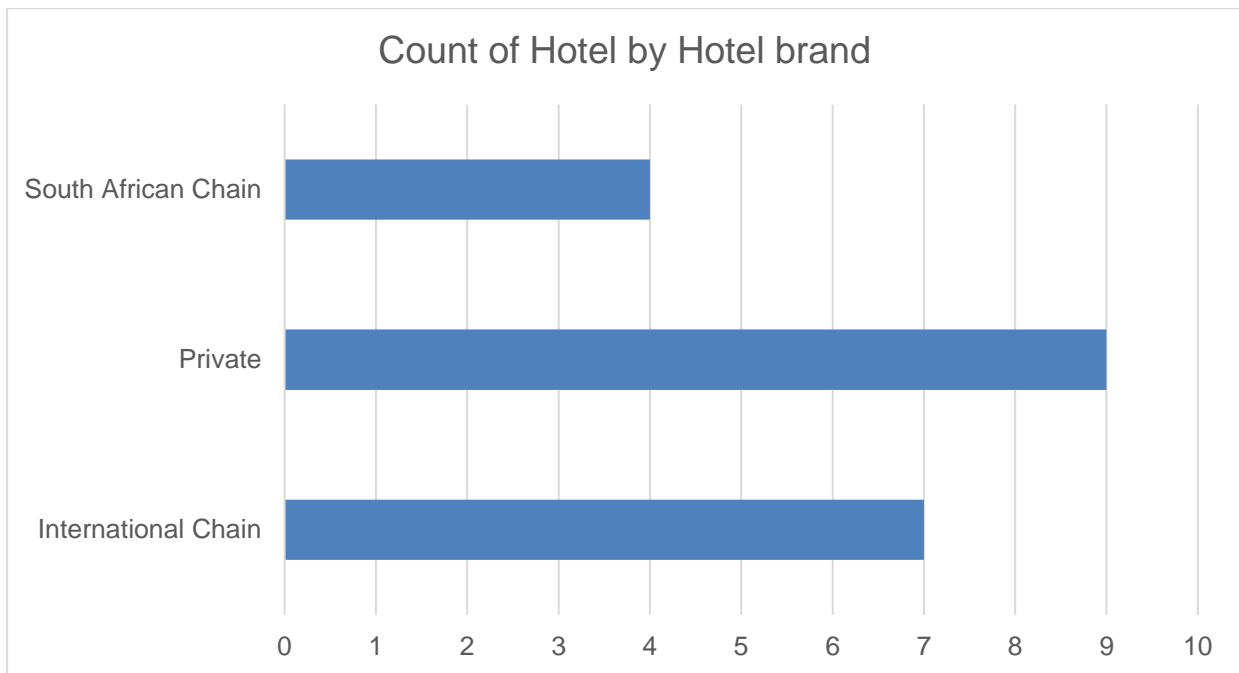
Figure 4-4: Response rate from Private hotels, South African Hotel Group or International Hotel Group. (Source: compiled by author)

4.1.1.5 Hotel Size in terms of Bed Spaces

As larger hotels with more bed spaces are more likely to have a bigger impact in terms of the environment, socially and economically, the number of bed spaces that the hotel has was also determined. **Table 4-3** below indicated the number of bed spaces offered by the hotels that participated in the study. **Table 4-3** also indicated the number of hotels within a specific range of bed spaces has an environmental policy or a green procurement policy in place. From these results, it appears that if a hotel has more bed spaces then it will be more inclined to have an environmental policy and possibly also a green procurement policy in place. However, the sample size is most likely too small in terms of this study for conclusive results with regards to making a link between the number of bed spaces and a formal environmental or green procurement policies.

Table 4-3: Number of bed space offered by the responding hotels. (Source: compiled by author)

Number of Bed Spaces	Number of Hotels	Number of hotels that have Environmental Policy	Number of hotels that have Green Procurement Policy
1- 49	4	1	0
50 -99	6	3	2
100 – 149	3	3	2
150 – 199	5	4	1
200 plus	2	2	2
Total	**20**	**13**	**7**

4.1.1.6   Year in which Hotel Opened

As the objective of this study was to determine the progress with regards to the implementation of GPP within the South African hotel sector, it is necessary to indicate when the hotel opened its doors to guests, as this may directly influence whether the hotel has implemented a GPP policy or implements sustainable practises within its operation. Due to the growth in tourism and the increasing demand for accommodation, the South African hotel sector grew substantially in the 1990's. A large number of hotels also opened their doors before the 2010 FIFA (Federation of Association Football) World Soccer championships, which were held in South Africa (Source: authors opinion and experience). **Table 4-4** below provides an indication of the timelines of the hotels that participated in the study opened their doors to guests and the number of hotels within that timeline who have a formal green procurement policy in place. From the results, it seems as if there is no real link between the years when the hotel opened its doors to guests and a formal green procurement policy. It was also indicated by some of the hotels that did not participate in the study that the hotel had only recently opened its doors to guests and due to this did not yet have a green procurement policy in place and, therefore, could not participate in the study.

Table 4-4: Year in which participating hotel opened doors to tourists. (Source: compiled by author)

Indication of time period in which the participating hotels opened	Number of Hotels	Number of these hotels that have a Green Procurement Policy in Place
Before 1990	3	2
1991 -2000	8	1
2001 -2010	7	2
2010 plus	2	2
Total	**20**	**7**

4.1.2 Sustainable Practises within the South African Hotels

As indicated in **Section 2.3.2** above, the enhancement of local procurement linkages encourages green / or sustainable procurement practises to ensure that sustainable development of tourism destinations is facilitated (Rogerson, 2013: 336 - 355). Therefore, Section 2 of the questionnaire / semi-structured interview included questions specific to sustainability / responsible tourism in order to gauge an understanding of the concept within the South African hotels that participated in the study. As South Africa's Responsible Tourism Guidelines (2002) makes use of both these terms, it was decided to use both these terms in the questionnaire / semi-structured interview.

4.1.2.1 The meaning of responsible / sustainable tourism to the hotel management

All the interviews / questionnaire started with trying to determine what is the understanding of the term responsible / sustainable tourism from a hotel management point of view. The results indicated that all of the managers are aware of the concepts. H1 immediately mentioned that "*both are the same thing.*" All the managers were aware of the concepts of sustainable / responsible tourism practises and mentioned that sustainable tourism includes awareness of the environment and social responsibilities, which requires the hotel to implement measures to make a positive contribution to society, including their staff, contributing to charities, implementing measures to reduce the hotels environmental impacts (mainly reducing water and electricity consumptions, and implementing of waste recycling initiatives), while ensuring that the hotel remains profitable.

H13 summarised this last point as *"at the end of the day it remains a business."* According to H3 implementing responsible / sustainable tourism practises means "respect." H5 added that whatever is implemented needs to be *"forever."*

H8 stated that on a "*socio-cultural; level it means to manage our property within our community to such an extent, that it improves the community we are part of. On an Environmental level, it means we are leaving a legacy to our future generations, and in tourism we are uniquely suited through the industry to touch many more lives than any other. By managing our business sustainably, we are a beacon of hope to the industry, showcasing that being "green" can also be used to drive monetary value and profit when done effectively."* This is in line with the study from Rogerson (2012a), who refers to the importance of linkages within tourism, as well as the recommendations of the "*Responsible Tourism Guidelines (2002).*"

4.1.2.2 Environmental policies within the hotels

As per **Figure 4-5** below, the majority of the hotels do have a formal environmental policy in place. In this study sixty-five percent (65%) of the hotels that participated have an environmental policy in place.
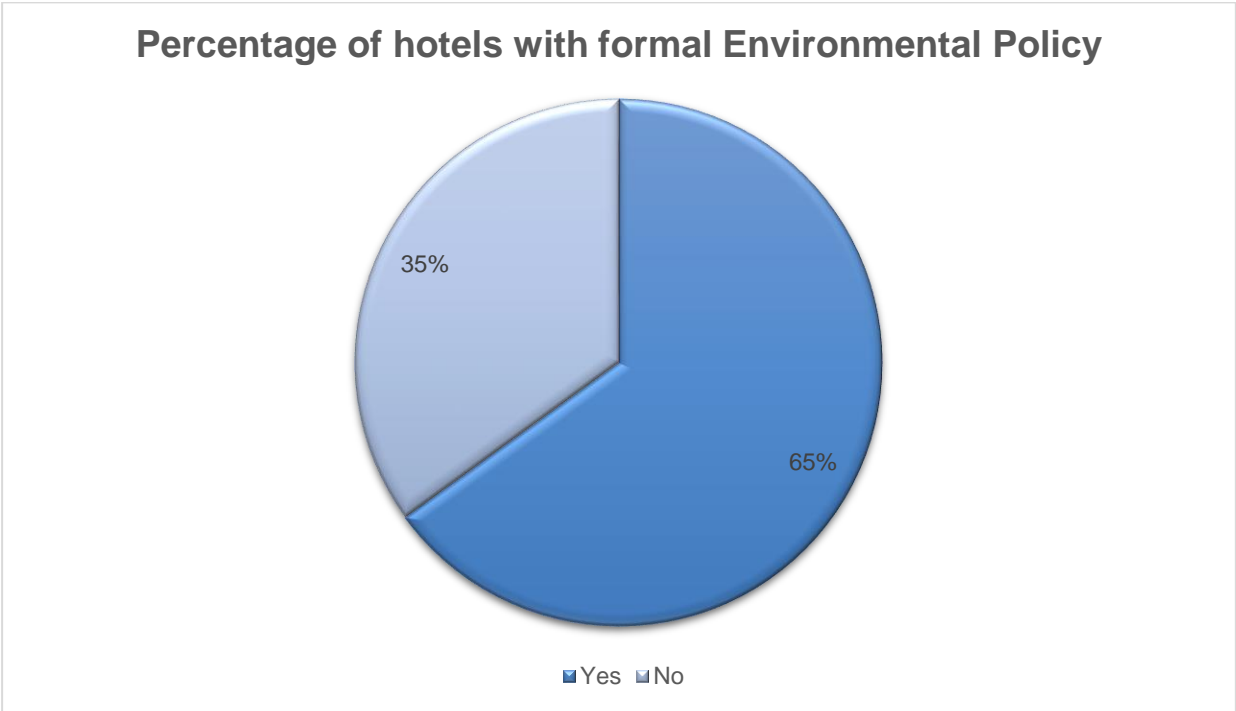

Figure 4-5: **Number of hotels from study that have a formal environmental policy. (Source: Compiled by author)**

The six (6) hotels that do not have a formal environmental policy in place, indicated that environmental initiatives are practised. These includes initiatives such as decreasing water

consumption, implementing energy saving practises and recycling of waste. Both H1 and H15 indicated that although the hotel does not "*specifically have an environmental policy,*" waste management is practised in the hotel through the implementation of various recycling initiatives throughout the different departments in the hotel. H6 indicated that an *"environmental policy is a nice to have. The hotel practises it, but it is not documented."* Both H1 and H7 said that head office most probably has an environmental policy in place, but the hotel specifically does not have an environmental policy.

The Interviewees were also asked if the environmental policy was communicated to staff and guests. H1 mentioned that although the hotel does not have a specific environmental policy in places, its environmental initiatives are communicated to the staff to ensure the implementation of the waste disposal initiatives. H12 said that the environmental policy is communicated to staff, while H15 indicated that the environmental initiatives are communicated to the relevant staff, where the environmental policy would be applicable. According to H3, "*we are not forced but encouraged to grow and create awareness around our choices. Each key department must look after a section of the environmental policy. From the kitchen side, I look after the procurement and sourcing with my cost controller. Maintenance has to look after items that might impact the environment and of course from a social point, we have PR and marketing looking after this. With the General manager overseeing progress and providing guidance.*" H4 has an active committee in place, which consists of *"a dynamic forum of staff whose primary goal is to address sustainability, drive environmental awareness and affect real, practical changes by way of responsible tourism practises."* According to H5, H7, H9, H10, H13, H14, H16, and H20, both staff and guests are made aware of either the environmental initiatives that the hotel has implemented or the formal environmental policy that is in place at the hotel.

H8 has a clear environmental policy in hotel, which was also sent through to the author. H8 also indicated that "*we are very transparent with this with our guests, and this information is given to our staff upon induction and made available at all times.*" All the staff are actively encouraged to participate in the environmental initiatives. "*We would not be who we are, if we did not have all our staff members joining into our wonderful concepts every day!*"

H18 has the environmental policy and its Fair-Trade accreditation up in the hotel. Furthermore, H18 also has a consultant who engages with the hotel and keeps the hotel informed of changing environmental regulations and legislation.

An internet search by the author revealed that only seven of the twenty hotels that responded, have their environmental initiatives advertised on the hotel's website. It is the author's opinion that this may be a *"missed opportunity in terms of marketing the property."*

From the above information received through this study, it seems that South African hotels are aware of the importance of implementing environmental initiatives, with the main focus being on reducing electricity consumption, reducing water usage and sound waste management practises. This is in line with the findings of international studies, which indicate that the general trend in the hotel industry is that most of the hotels are becoming more conscious about environmental issues (Sloan, Legrand and Chen, 2013 and Nikotina, 2015). This is also indicated by Chan and Wong (2008); Erdogan and Baris (2007) and Font (2002), as according to them the hotel sector particularly implemented various environmental programs, in the form of voluntary initiatives, to protect the environment.
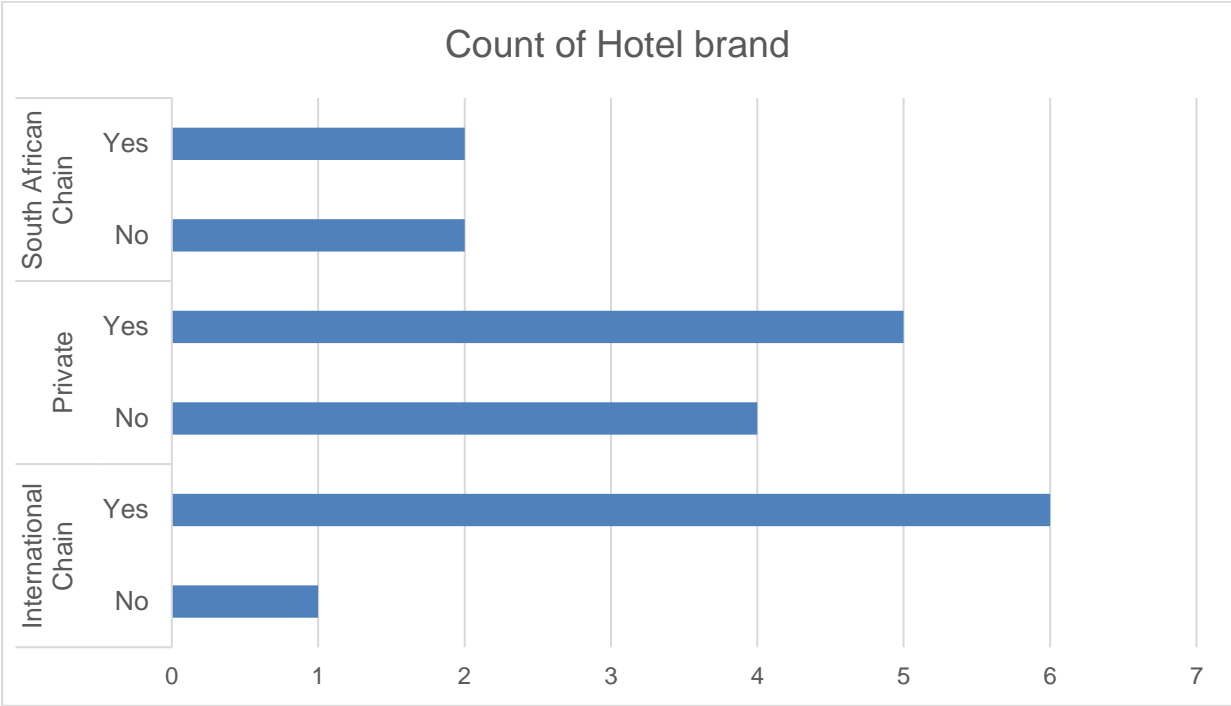
Figure 4-6: **Comparison of the number of hotels from study that are private or belong to a chain (international or South Africa) that have a formal environmental policy. (Source: Compiled by author)**

As per the discussion in **Section 4.1.1.4** above, some researchers have indicated that hotels belonging to bigger hotel groups (chains) are more likely to implement environmental policies. However, this study suggests that the hotels in South Africa, whether private or belonging to a group (chain), are implementing environmental policies, whether formal policies or environmental initiatives, which indicates progress in terms of the Responsible Tourism Guidelines that were in implemented in 2002.

Count of Environmental Policy
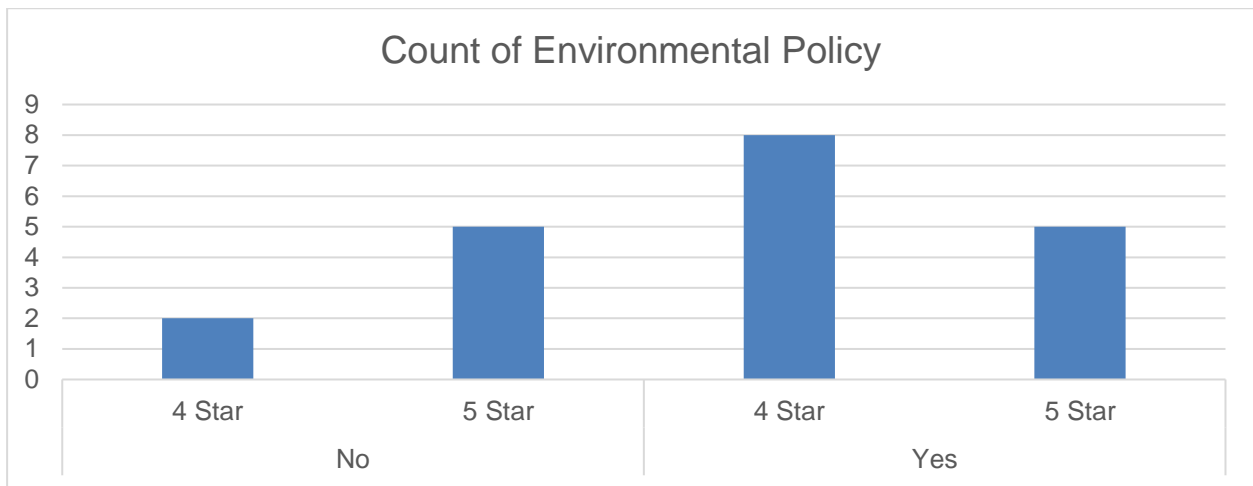
Figure 4-7: **Comparison of the number of four and five star hotels from study that have a formal environmental policy. (Source: Compiled by author)**

As indicated in **Figure 4-7** above, an equal number of five star hotels in this study indicated that they have a formal environmental policy as per the number of five star hotels that do not have a formal policy in place. In comparison, a larger number of four star hotels in this study indicated that the hotel has a formal environmental policy in place. These findings are in line with those determined by Stylos and Vassiliadis (2015:810), who indicated that the importance of environmental practises is the same in four and five star hotels.

4.1.2.3 Social responsibility practises within the hotels

In terms of the social responsibility, the hotels were specifically asked whether they make use of local labour, purchase local goods, make use of local services and contribute to a local charity. All the hotels in this study provided an affirmative with regards to practising social responsibility. The participating hotels make use of mainly local labour and make use of local services. All the participating hotels are actively involved in various charities, either contributing directly or indirectly to their charities that they support and several of the hotels had plans for new charities. This came out the strongest in both the questionnaires and the semi-structured interviews.

As per the responses from H1 and H15, the hotels do not have a set charity to which they make contributions. However, within every department of the hotel the staff, especially the junior staff, are encouraged to bring in ideas for the year, which encourages the participation of all the staff with regards to the social side of the sustainability and improves staff morale. H1 is also part of the hotel groups worldwide initiative, which assists with any crisis situations. H8 said that the *"hotel is always looking for new ways to give back to the community and its surrounds, whether it be our time, sustainability knowledge, skills or development."*

A study of environmental management in four and five star hotels in Greece by Stylos and Vassiliadis (2015) indicated that the "*higher the star rating, the more likely the hotel manager will perceive social responsibility practises as being important.*" However, this study of South African hotels indicates that social responsibility is an extremely important aspect of the four and five star hotels that participated in this study, as the majority of the hotels have various social programmes that are implemented on an annual basis.

4.1.3 Green Procurement Practises within South African hotels

The questions in the third section of the questionnaire /semi-structured interview were structured around GPP within the hotel. This section, therefore, included questions around the understanding of GPP from the managers, if the hotel had a green procurement policy in place and to what extent it was practised within the hotel, including an indication with regards to the monitoring of the policy, the setting of new goals with regards to GPP in the hotel, whether the green procurement policy was used for marketing purposes. Furthermore, questions were included to determine what the hotel sector sees as barriers to GPP within South Africa. Furthermore, one question that was included in the questionnaire /semi-structured interview aimed to determine what the key criteria are used in the hotel's procurement decisions i.e. the drivers of procurement within the hotel sector of South Africa.

4.1.3.1 The meaning of the term green procurement to the hotel management

All semi-structured interviews / questionnaires included the defining of the concept "green procurement" within the hotels, in order to clarify the understanding of this concept by the managers. All managers were aware of green procurement practises in general but defined it in different ways.

According to H1, H12 and H20, green procurement is *"socially and ethically responsible purchasing, the minimisation of environmental impacts throughout the supply chain, the delivering of economic sound solutions and good business practise."* H4 and H15 on the other hand mentioned that green procurement is only *"socially and ethically responsible purchasing."* This was also agreed with by H6, who added that green procurement is also good business practise. According to H5 and H10 green procurement is "*good business practise*" whereby suppliers also support the concept and economic sound solutions are delivered to the hotel. H6 deviated from these general agreements stating that green procurement to the hotel means that the group standard is followed, whereby procurement is done with approved services and brand preferred suppliers. H9 stated that green procurement means *"buying more organic products or environmentally friendly products and services." "Through GPP the environment is looked after, as whatever we procure needs to be environmentally friendly. It considers the life-cycle of product*

from start to finish and is good business practise" (H13, 2017). H14 advised that green procurement is "*the sourcing of local goods.*" As per the reply from H17, green procurement is the "*purchasing of local produce and the most energy efficient ways of delivering the product,*" whilst H18 advised that this was the taking into consideration of the "*social issues around procurement and that products must be recyclable and bio-degradable."*

H3 provided a very interesting reply "*I believe that green procurement has become more that just doing the right thing. It lingers in one's consciousness of good and evil. It also means that we are buying responsible as we are responsible for the ultimate welfare of our guests. With so many short cuts being taken in the food industry it has become vital to act responsible and make the correct honest choices. It is vitally important as it has become a sales point. As mentioned before this has been a slow process, but we try and buy direct where we can, we buy sustainable products where we can. Each product is attached to a specific product specification sheet, that indicates ethical responsibilities, product specification, welfare of animals, as well as good practices. Those that are not within the desired framework are highlighted and in the process of being eliminated. We make regular visits to all our suppliers and carry out due diligence on a regular basis."*

The answer to this question from H8 included a definition very similar to the one provided by Green Hotelier (2014), which is discussed in **Section 2.1** above. According to H8 "*the procurement department is following a responsible procurement strategy meaning that environmental, social and ethical factors are taken into account when making a purchasing decision. The purchasing processes look beyond the traditional parameters of price, quality, functionality and availability. The purchasing manager aims to choose products and services that have a lesser or reduced effect on human health, the environment and society when compared to competing items that serve the same purpose."*

In the authors opinion, the mentioned notions formulated by the Interviewees reflect the general hotel's policy and possibly also head office's policy (where applicable) towards green procurement practises, as well as the Interviewees personal understanding of the concept.

4.1.3.2   Green procurement policies within the hotels

As indicated in **Figure 4-8** below, from the twenty (20) hotels that participated, thirty-five percent (35%) of the hotels have a formal GPP policy in place, although all of the hotels indicated that the hotel is taking GPP into consideration when purchases are made. According to H1, no formal policy was in place at the hotel itself, however, *"the hotel piggybacks on head office's policy."* H7 mentioned that although the hotel does procure its food and cleaning goods locally, all furnishings, linens and curtaining was procured through head office, *"which probably has a formal GPP policy in place, as head office also has a group standard with approved service and brand preferred*

suppliers." Similarly, H5 and H11, indicated that head office has a formal GPP policy in place, while H9 indicated that green procurement decisions are *"encouraged"* within the various departments of the hotel. According to the response from H12, also a hotel belonging to a group, the hotel is working towards the implementation of a formal GPP policy. H20 said that *"We do not have a documented policy, but it is practised. We always look at green and local suppliers first and make every effort to reduce our carbon footprint."*

Of the private hotels that participated only two (H13 and H18) indicated that the hotel has a formal green procurement policy in place, with H18 advising that the policy *"needs upgrading".* H16, also a private hotel, said that green procurement is practised, but was *"not sure if it is formally documented."* H18 also indicated that although there is no formal GPP policy in place, green procurement is taken into consideration when purchasing goods and sourcing new suppliers.

Percentage of hotels with formal Green Procurement Policy

35%

65%

■ No ■ Yes
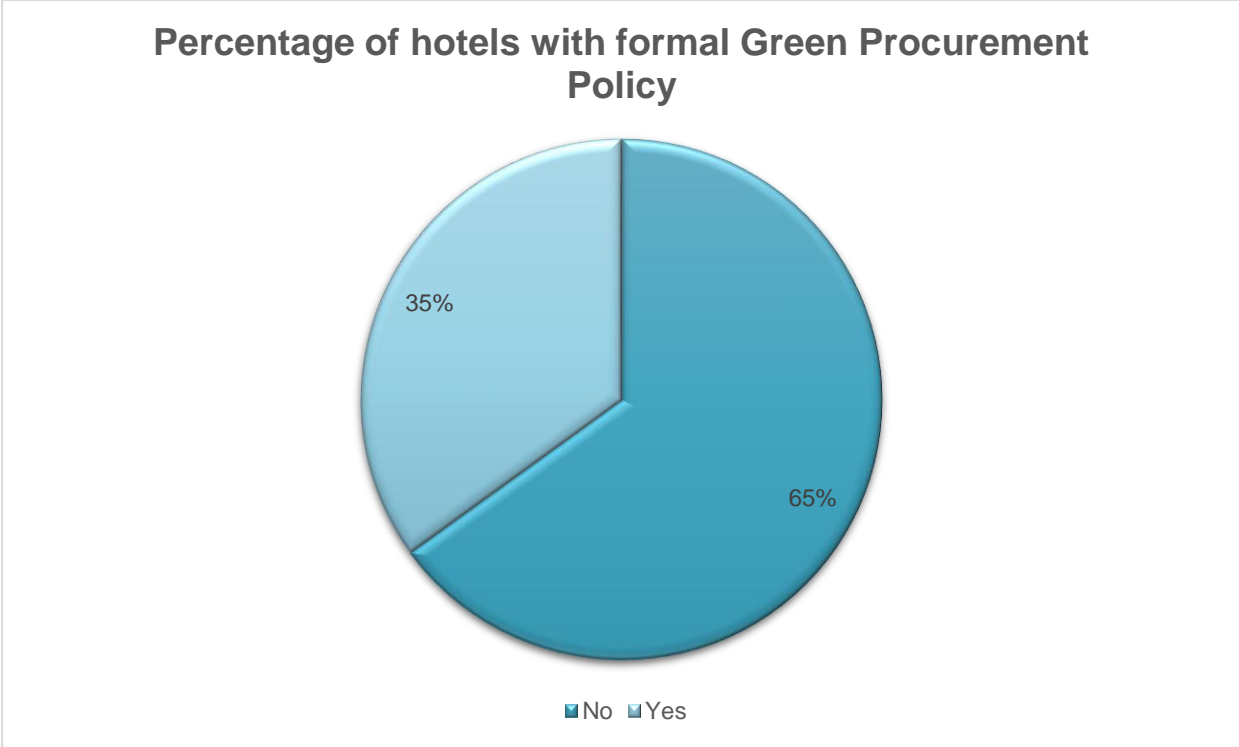
Figure 4-8:   Number of hotels from study that have a green procurement policy in place. (Source: Compiled by author)

Interesting comments were received from H14, which is a group hotel and has a formal GPP policy in place, with the manager stating that *"Yes, we have a formal policy in place and in most part, we try our very best to have suppliers that do not travel far to get here, but there are some that are far from us and this is due to our standards and quality of goods that we want to produce for our guests."*

The answer provided by H8, a South African hotel group, stated the following:

"One of the principles of responsible procurement is life-cycle costing. It is a technique that establishes the total costs of purchasing a product or service, from "cradle to grave", by asking questions relating to each stage of its life cycle."

"It considers the following points:

- *Is the purchase necessary at all?*
- *What are the products made of?*
- *Under what conditions have they been produced?*
- *How far have they travelled?*
- *Packaging components?*
- *How will they be used?*
- *How will they be disposed at the end of the product's lifespan?"*

"Purchasing decisions can have significant environmental and social impacts. It is H8 purchasing departments aim to reduce the social and environmental impacts to a minimum. This strategy should lead to the following positive effects:

- *Cost savings;*
- *Improved reputation;*
- *Improved access to capital;*
- *Tax breaks and credits;*
- *Promotes innovation;*
- *Improved staff engagement;*
- *Environmental benefits; and*
- *Social benefits."*

"H8 desires to reduce waste generated through daily operations and recognises that such reduction begins with the material that enters the hotel. Accordingly, H8 will request that all items purchased be packaged and delivered with minimal packaging material. H8 reserves the right to request that vendors alter the packaging of goods delivered, when appropriate and/or possible."

"H8 requests that all vendors provide recycled content options for goods when available. If a product is available with recycled content, vendors will disclose that option to H8. If a product is available with recycled content, but H8 does not specifically request this as such, the vendor will default to order the product with recycled content, unless it exceeds the cost of the conventional product by 10% or greater. Recycled content targets may be overridden at the discretion of H8 representatives if certain products with recycled content present themselves as cost-prohibitive."

"The Responsible parties shall annually evaluate the success of the Sustainable Purchasing Policy and provide an annual report to senior management. Whenever possible, the annual

reports shall include an evaluation of the performance, safety, cost and environmental/public health benefits achieved as a result of its implementation."

"Prior to implementation, the responsible parties shall review all proposed purchasing activities. Upon reviewing the proposed activities, the responsible parties shall determine if they meet the criteria of the Sustainable Purchasing Policy and approve or deny action."

"The responsible parties shall regularly communicate with all staff and conduct regular site inspections and evaluations to ensure that the Sustainable Purchasing Policy is in place and functioning as intended. In addition to ongoing quality control measures, H8 will review all practices and products (at least annually) to identify opportunities for improvement and expansion of environmentally friendly practices."

The answer provided by H8, is in line with the consideration and recommendations provided by Green Hotelier (2014), as indicated in **Sections 3.3.4.2.1** and **3.3.4.2.2** above, as well as the discussion in the literature review, **Section 2.3**, in this study. It is, therefore, clear that H8 has carefully considered the Responsible Tourism Guidelines (2002) for implementing GPP within the hotel and provides a good example of how procurement should be conducted within the hotel sector of the South African tourism industry.

The results in this section are in line with discussions by Rahman (2012:721) *"Hotel Chains have the resources necessary to undertake well informed environmental protection activities,"* and *"Chain hotels are more likely to buy in bulk, evaluate the safety of chemicals and cleaners and buy paper that is unbleached."* This was echoed by H6, where the manager indicated that as a private hotel there is a lack of resources to implement formal green procurement practises, whereas bigger hotels that belong to groups, have the resources available at head office.

A recent study by Green Hotelier (2017), indicates that the percentage of hotels in the United Kingdom who practise having a local procurement policy has increased from 74% in 2016 to 83% in 2017. The results of this study indicate that South African hotels are possibly lagging behind with regards to the implementation of formal green procurement policies (author's opinion).

All the hotels that had formal GPP policies were also asked if the GPP is communicated to their staff and guests and monitored. According to H4, there is a *"committee which monitors our procurement procedures. With regards to promoting responsible tourism, H4's objectives are to:*

- *Increase environmental awareness throughout the hotel;*
- *Support environmental initiatives and responsible tourism;*
- *Promote and support environmental friendliness amongst suppliers;*
- *Achieve an increased annual score for the heritage assessment;*

- *Ensure compliance and adopt best practices wherever possible;*
- *Minimize waste generation by re-using/recycling wherever possible; and*
- *Avoid the use of materials that may cause harm to the environment."*

H1 and H13 communicate the GPP policy to staff, but not to guests, and do not really have a monitoring system in place to monitor the GPP policy. H5 also suggested that the GPP policy is communicated to staff and not to guests, but did not know if the policy is monitored, or if new goals with regards to GPP were determined on a yearly basis. However, the manager that was interviewed had only been with the hotel for three months, which may have impacted on this answer. H14 did not indicate whether or not the policy is monitored or if the GPP policy is communicated to staff or to the guests.

H3 replied that "*I (Executive chef) monitor this and set targets and amend policies yearly. From a sales point, it has not been forced down, but gentle discussion it has been brought up. Staff are well aware as training is done twice a year with sales and marketing indicating new ideas and strategies within procurement and production. Staff on the floor are informed with every briefing if new changes are implemented."*

H18 does implement monitoring and advised that the hotel needs to upgrade the GPP policy but did not indicate if the policy is communicated to staff or guests. A search on the website of H18 shows that the GPP policy is communicated to guests.

The results of the study with regards to communication of the GPP policy to hotels guests is in line with the findings of Nicholls and Kang (2012:209) who state that "*green messaging in promotional literature tends to be low."* Rahman adds that (2012: 208), "*Customers expect hotels to be green and can lose potential customers to the greener competition if they do not communicate this effectively.*" The hotel sector in South Africa should, therefore take this into consideration when promoting their services to potential guests and inhouse guests, as this may be a tool to increase sales and bed nights (authors opinion). As is pointed out by a recent study from Green Hotelier (2017) "*Building a reputation as a responsible business can set you apart from the competition as more and more customers look to do business with more ethical companies.*" Yet the marketing experts advise companies to abandon green plans due to concerns with regards to costs, but do not really understand the dynamics of sustainability and profit (Green Hotelier, 2017).

Nicholls and Kang (2012:208) also determined that the "*Provision of environmental training to employees tends to be more likely in chain-affiliated properties.*" Hotels in South Africa should make a greater effort to provide training to their staff in terms of not only the environmental policies and initiatives that the hotel has implemented, but also with regards to GPP. "*As any good hotelier knows, customer satisfaction is not only about giving the customer what they want when they*

want it but crucially anticipating those needs before they arise" and currently *"guests are seeking more sustainable hotel stays"* (Green Hotelier, 2017).

4.1.3.3   The key criteria used in the hotel's procurement decisions

This question was placed in the questionnaire in order to determine what the key drivers to procurement in South Africa are. As per the discussion in **Section 2.6** above drivers for GPP are either *"the internal factors such as the businesses policies, employees, financial benefits, management decisions or external such as regulations, policies, the customer demands or competition."* South Africa is a unique country in that procurement practises within various industries are greatly influenced by practises such as BEE (Black Economic Empowerment), which is an initiative implemented by the South African government to address imbalances of the past and ensure economic development within all cultures of South Africa. BEE became implemented in 2003 through the Broad-based Black Economic Empowerment Act (53 of 2003). On the 13th July 2004, the BEE Steering Committee by the then Minister of Environmental Affairs and Tourism, launched the Tourism BEE Charter, which is applicable to all sectors of the tourism industry, including hotels. The aim of the Tourism BEE Charter is to address past imbalances through providing socio-economic opportunities within the industry, including the supply chain. All sectors of the tourism industry, including hotels have to reach a certain target on the BEE scoreboard set by the Tourism BEE Charter (DEAT, 2003).

The majority of the Interviewees indicated that BEE is one of the most important criteria that is considered in the hotel's procurement decisions. H1 stated that *"BEE points are important to the hotel,"* and indicated that although the hotel considered cost to company, preferential procurement, value for money and environmentally friendly products as criteria when making procurement decisions, BEE remained to be the most important consideration. This reply was echoed by H4, H5, H7, H9, H10, H11, H12, H13, H16, H18.

According to H3, the hotel considers quality first, while keeping environmentally friendly products into consideration. H4 stated that supporting local businesses is an important consideration, while souring of environmentally products is also considered with the hotel's procurement decisions. H5 indicated that the hotel takes into account only BEE and preferential procurement during procurement decisions. Again, it must be pointed out that the hotel does have a formal GPP policy in place, and therefore, it is most likely that procurement decisions do include other factors such as environmentally friendly products, but due to the manager being new to the hotel, the manager may not have been aware of all criteria that are taken into consideration by the hotel with regards to procurement. H14 added that besides BEE, environmentally friendly products are an important criterion for the hotel's procurement decisions.

As per the Interviewees from H15 and H17, quality and value for money are important considerations alongside BEE and cost to company. H20 added that besides these criterion, environmentally friendly products also form an important part within the procurement decisions of the hotel.

The answers provided in this study, therefore indicate that BEE is one of the major drivers within the South African hotel sector's procurement decisions. According to Rahman *et al* (2012: 394), the sourcing of a higher proportion of food from local produces can significantly reduce food miles, while "broadly strengthening the sectoral linkages between tourism and agriculture." This is also recognised in the Tourism BEE Charter (DEAT, 2003), which states that the principles of the charter are applicable to all 'privately owned enterprises within the Tourism Sector,' and to all parts of the value chain. As per Timothy and Teye (2009), *"Going green can involve a greater commitment to local economic sourcing of goods and services."* As BEE encourages local sourcing of products and services, it has the potential to encourage greater use of GPP in the South African hotel sector, if it can be seen and utilised as more than just a points system (author's opinion).

4.1.3.4 Obstacles identified with regards to implementing green procurement practises within the hotel sector of South African hotels

As discussed in **Section 2.7**, the implementation of GPP within a hotel may be countered by various obstacles or barriers. The Interviewees were, therefore, asked to indicate what they see as the biggest obstacles in South Africa with regards to understanding and implementing GPP in the hotel sector.

The majority of the Interviewees agreed that GPP is an expensive process and difficult to implement due to a lack of knowledge in the hotel sector and the tourism industry. As per H1 and H9, GPP is costly as it requires specific managers within each department of the hotels to implement the practises. There is also a lack of knowledge and understanding of GPP, its implementation and the marketing thereof. According to H3, obstacles to implementing GPP in South African hotels includes the fact that. "*People are scared of change, but more so it is a question of price or rather the perception of cheap. Big suppliers are still bullies and small suppliers too few to be sustain larger establishments like ours. Lack of supporting small sustainable farmers."* H4 agrees that there is "*a lack of knowledge about the environment"* and adds that there is a "*lack of how to develop greener procedures."* According to H5, not only is the knowledge lacking, but also the lack of capacity from local suppliers. H17 added to this that suppliers are not willing to go the extra mile to become green.

H6 adds to all the above by stating that *"there is no argument that you must do it and its time consuming."* As per the statements of the Interviewee from H7, logistics are often a problem due

to shortages and there is no government support and a lack of guidelines for the implementation of GPP in the South African hotels. H11 agrees that there is a lack of national support and adds that *"businesses are so set on being BEE compliant that Green Procurement tends to take a back seat."* H12 and H13 indicate that there is a lack of training with regards of how to implement GPP in hotels. According to both H16 and H18, there is "*a lack of understanding of the importance of GPP and the positive impact it can have in the long run."* H14 also indicated the lack of education and knowledge of green procurement, very little awareness from government, lack of knowledge from suppliers and very little interest on green awareness.

"Unfortunately, green procurement does become costly, and there are certain criteria involved. I believe that once there are more organisations on board with this, it may alleviate this. In our opinions, as stated above, these are all the factors that become obstacles in green procurement within South Africa, which is also why H8 is always doing its best to pass on the knowledge and try get as many people on board as possible and pave the way for green practises."

The main barriers to implementing GPP in the hotel sector of South Africa are, therefore, a lack of knowledge, a lack of capacity from suppliers, a lack of government support and the perception of cost i.e. being more expensive. According to Raderbauer, (2011:62), the perceived implementation cost of sustainable practises in hotels is considered to be a potential barrier, as is the *"lack of support and information."* As per Rogerson (2013:347), the hospitality in South Africa faces challenges around capacity building and support for smaller scale procedures to enter the food supply chain. As determined by Hoogendoorn *et al* (2015:124), greening practises such as GPP can be used to mitigate environmental degradation caused from tourism practises and by making use of local goods the environmental impacts are reduced due to lower carbon emissions in transportation and improved local economic development. However, the exact sourcing of goods remains challenging due to the lack of clear labelling of the complete supply chain Hoogendoorn *et al* (2015:133 -134).

CIPS (Chartered Institute of Purchasing and Supply) (2013:6), recognises that procurement professionals need to efficiently communicate and share information with suppliers in order to be able to improve conditions in the supply chain. Furthermore, CIPS (2013:12) recommends that suppliers should be engaged with in order to meet GPP targets of the business or for suppliers to be able to progress towards the standards of the business. The same concept can, therefore, be applied to the hotels in South Africa, whereby hotels provide the knowledge to suppliers and government the necessary support.

According to CIPS (2013: 6), legislation is an external driver, which influences the purchaser's choices when working with suppliers. Currently, a lack of legislation is seen as a barrier towards the implementation of GPP amongst the hotels that participated in the study. As per Ann *et al* (2006) (cited by Hsiao, 2014: 206), the quality of the environment can be enhanced by improving

the relationship between government, the business (hotel) and the community. Government should firstly establish the policy for GPP and *"provide related support and reward measures."* This is echoed by Mitchell and Ashley (2006:4), who recommend that greater attention be given to national tourism policies to focus on promoting local linkages in tourism as this can lead to greater development of economic and social development. Rogerson (2013:350) also recommends that *"policy makers should give more attention to the making of or expansion of local linkages so as to spread the benefit of tourism."* As per Tzschentke *et al* (2004), sound government policy should be implemented to encourage environmentally responsible tourism practises. Therefore, government needs to become involved in the tourism industry and implement better support structures and guidelines for the practical implementation of GPP within the South African hotel sector (authors opinion).

As per the *"Responsible Tourism Guidelines,"* the private sector tourism businesses in South Africa should *"buy locally made goods and use locally provided services from locally owned businesses, wherever quality and quantity and consistency permits* (DEAT, 2002:5)." The guidelines also recommend that sourcing locally should be monitored and be within 50 km from the business. According to Hsiao (2014:206), *"experts indicate that significant challenges for hotels who implement environmental measures, is access to resources, whether these are financial, physical or organisational."* Therefore, by paying attention to these resources, and developing and applying them, it is more likely for the hotel to be successful with regards to the implementation of environmental policies and GPP within the hotel. This, therefore, requires further support from the hotel manager, who needs to be aware of external barriers to implementing GPP and should provide staff training and implement measures for GPP that can be monitored and amended as new goals for GPP are formed. Furthermore, the consumers, communities and suppliers also need to be trained by the hotel, in order for GPP to be successful within the hotel sector (Hsia, 2014:206). Rogerson (2013: 351), also recommends that greater effort should be made to improve the communication between suppliers and accommodation facilities. Therefore, hotels should take the initiative to undertake training and communicate their requirements to the suppliers in order for GPP to be more successful within the hotel sector.

4.1.3.5 A discussion on general green procurement practises within the hotels

In order to gain a greater understanding of the Interviewees experience with regards to GPP in the hotel sector, and to identify possible additional areas that can be addressed to improve GPP within the hotels, some general procurement statements were included in the questionnaire. A summary of the results is indicated in Table 4-5 below.

Table 4-5: Summary of results from study regarding procurement statements. (Source: Compiled by author)

Procurement Statement	Yes	No	N/a	Total
The hotel has a dedicated procurement team with responsibilities allocated to each person on the team.	12	6	2	**20**
The hotel clearly defines indicators to monitor suppliers against the standards set for procurement.	14	3	3	**20**
The hotel communicates these indicators to suppliers.	11	5	4	**20**
The hotel provides training and assistance to suppliers.	2	14	4	**20**
The hotel includes integrated sustainability criteria into purchasing and contracting procedures and contract.	12	6	2	**20**
The hotel has a clear monitoring plan in place for achieving "greener" /responsible procurement practises.	10	8	2	**20**
The hotel revisits the procurement policy annually to set new greener targets.	10	7	3	**20**
The green procurement policy of the hotel is communicated to guests and other interested and affected parties.	4	13	3	**20**

As per the results from this study indicated in **Table 4-5** above twelve (12) of the twenty (20) hotels have a dedicated procurement team, although as per **Section 4.1.3.2** only six (6) of the hotels indicated that there is a formal green procurement policy in place. Fourteen (14) of the hotels in the study also clearly define indicators to monitor suppliers against the standards that have been set for procurement, yet only two (2) of these provide training and assistance to suppliers. One of the barriers indicated by several hotels was a lack of knowledge, while one indicated that suppliers do not understand green procurement. This, therefore, represents an opportunity for hotels to become more actively involved in passing on their knowledge to the suppliers and communicating with suppliers to move towards a greener procurement practise.

The majority of the hotels from the study also include integrated sustainability criteria into purchasing and contracting procedures, which indicates that South African hotels are aware of sustainability and the importance of applying these criterion in the business. However, the cost of

green or sustainable goods is still indicated as a barrier, as the managers are of the opinion that going green is an expensive process with regards to GPP. This was also the finding of Persic-Zivadinov and Blazevic (2010:170), *"There is a perception among managers that green costs more and does not have an economically attractive payback."* Only ten (10) of the hotels have a clear monitoring plan in place with regards to the procurement. Monitoring, allows one to check how effective the system in place is in order to be able to determine if the goals have been reached and to then set new goals. The creation and implementation of a monitoring plan would provide managers to implement better GPP in the hotel and allow them to set new goals on an annual basis for reaching GPP targets (authors opinion).

Half of the hotels in the study revisit the procurement policy annually to set new greener targets. Again, an opportunity exists for managers to implement small steps into the procurement system to make it greener. As per the discussion in **Section 2.10** above, GPP should be implemented in small steps due to the complex nature of the GPP process. The hotel industry has a wide range of suppliers that provide different products and services. GPP is a process that involves creating a green procurement policy, putting it into effect, selecting the product and services, engaging and assisting suppliers and monitoring the GPP progress (Green Hotelier, 2014).

Very few of the hotels actively communicate the green procurement policy of the hotel to guests and other interested and affected parties. Again, this was similar to the finding of Nicholls and Kang (2012:208), who found that the green messaging in the promotional material is low. Van der Merwe and Wöcke (2007:38) also determined that only a small number of the hotels included their responsible tourism policy in the marketing of that hotel due to the managers believing this to be unimportant or had not though of doing this. As previously indicated, including all 'green' activities such as GPP or any other responsible tourism practises may give a hotel a competitive advantage, especially as guests start demanding more sustainable practises. This, therefore, is an opportunity which needs to be considered as the hotel sector moves towards becoming more sustainable.

Managers were asked to add any additional comments on GPP with regards to the hotel sector. Few additional comments were provided. Although H3 mentioned that although *"I have worked in many Five Star properties, it always comes down too few people who care, that drives the process and see past the hurdle of cost." "Every day there are new and innovative ways to be more sustainable and we are always looking for ways to procure even more responsibly, if there is an alternative, we are looking for it* (H14)." H18 added that there is a challenge in terms of the availability of green products, cost and packaging. GPP remains challenging. The Interviewee of H18 added that "South Africa has a long way to go. International policies should play a role and knowledge must be passed on to staff as well. GPP requires proper planning to be implemented."

H17 stated that people should really be looking into GPP, as clients are really wanting to see the GPP.

4.1.4 Secondary Data Analysis

As indicated in **Section 3.3.4.1,** integrated reports of some of the hotel groups that manage / represent or own hotels in South Africa and some of the private hotels, and the environmental policies were sourced from the internet**.** The content of these reports and policies was then analysed to determine if environmental initiatives, sustainable procurement, responsible procurement or green procurement were mentioned in these reports and policies. A list of the reports that were accessed is presented in **Table 4-6** below.

Table 4-6: List of Secondary Data sourced from internet. (Source: Compiled by author)

Name of Hotel or Hotel Group	Report Name
Sun International	"Sun International 2016 Annual Integrated Report," http://suninternational.onlinereport.co.za/, Date of access: 18 June 2017
Hotel Verde	"Sustainability Report, 2015" https://www.hotelverde.com/static/thrivability-report, Date of access: 18 June 2017
The Westin Cape Town	"Environmental Initiatives, 2016" https://www.westincapetown.com, Date of access: 18 June 2017
City Lodge Hotel Group Integrated Report, 2016	"City Lodge Hotel Group Integrated Report, 2016," https://admin.clhg.com/download/Financials_Integrated_Results/Integrated_Report_2016.pdf, Date of access: 18 June 2017
Mount Nelson	Mount Nelson, Corporate Social Responsibility, https://www.belmond.com/mount-nelson-hotel-cape-town/social_responsibility, Date of access: 18 June 2017
The Rezidor Hotel Group	"The Rezidor Hotel Group, Responsible Business Report, 2016," http://www.sustainablebrands.com/press/rezidor_hotel_group_publishes_its_2016_annual_report, Date of access: 18 June 2017

Name of Hotel or Hotel Group	Report Name
The Rezidor Hotel Group	"Responsible Business and Environmental Policy – The Rezidor Hotel Group," http://media.corporate-ir.net/media_files/IROL/20/205430/RespBuis/Docs/Responsible%20Business%20and%20Environmental%20Policy.pdf, Date of access: 18 June 2017
The Rezidor Hotel Group	Supplier code of conduct for Suppliers to Carlson Rezidor Hotel group, http://media.corporate-ir.net/media_files/IROL/20/205430/RespBuis/Docs/CRHG%20SUPPLIER%20CODE%20OF%20CONDUCT%202016%20EMEA.pdf, Date of access: 18 June 2017
Tsogo Sun	"Tsogo Sun Integrated Annual Report, 2016," https://www.tsogosun.com/investors/financial-reports/integrated-reports-and-statements/2016, Date of access: 18 June 2017
The Twelve Apostles	Our Environment, how we help keep out environment beautiful https://www.12apostleshotel.com/about/conservation-and-responsibilities/environment, Date of access: 18 June 2017
The Vineyard	Responsible Tourism Sustainability Initiatives, 2013, https://www.vineyard.co.za/vineyard-report-v6/, Date of access: 18 June 2017
Sheraton	"Sheraton Pretoria's Environment & Sustainability Efforts" http://www.sheratonpretoria.com/sustainability, Date of access: 18 June 2017
Marriott	"2014 Sustainability Report," http://www.marriott.com/Multimedia/PDF/CorporateResponsibility/2014SustainRpt_FNL_lr.pdf, Date of access: 18 June 2017

The contents of the reports indicated in **Table 4-6** above were analysed by searching for words such as "sustainable," "green procurement," "responsible tourism / procurement." According to the Environmental Policy of The Twelve Apostles Hotel *"Our Environment"* (Twelve Apostles, 2014), the hotel makes use of *"products, responsible suppliers, and materials which support and encourage sustainable practises and do not harm the environment."* Hotel Verde's business model (Hotel Verde, 2015), relies on the thrive ability concept that includes "*people, profit and the planet.*" The hotel's business model not only includes economic success, but also takes into

consideration how the hotel impacts on the local environment and how it can improve and develop the socio-economic conditions in the area, where the hotel is located.

According to the City Lodge Group's Sustainability Report, considers regulatory environment, including legislation affecting the hotels engagement with their environmental responsibility. The group has an environmental sustainability steering committee in place, which is responsible for the development and implementation of sustainable environmental practises that are monitored and allows for better decision-making within the hotels of the City Lodge Group (City Lodge Group, 2016).

The Rezidor Hotel Group is an international group with over four hundred and eight (480) properties across the world, as well as several in South Africa. The Rezidor Hotel Group is recognised as a leader of responsibility in the hospitality industry. The three pillars identified by the group are people, community and planet. The Group has a 2020 target and recognises the importance of sustainable procurement in reaching these targets throughout the various departments of the hotels that are responsible for implementing green procurement practises. The Rezidor Hotel Group work with sustainable suppliers in order to ensure integrated projects and solutions within the hotels. Key suppliers are identified, who focus on sustainable production methods and operations and these are used for all hotels in the group (Carlson Rezidor Hotel Group, 2017).

In terms of the food and drink supply chain, the Rezidor Hotel Group uses up to 35% of Fair Trade products, and 48% of the food that is served is organic. The Group also tries to purchase as many locally produced goods as is possible. Rezidor "prefers to work with suppliers who demonstrate their environmental, social and ethical responsibility" and all suppliers must sign a Supplier Code of Conduct. The group also reports on the environmental compliance on a monthly basis (Carlson Rezidor Hotel Group, 2017).

The Sun International 2016 Integrated Annual Report recognises that being *"financially sustainable enables the group to promote social responsibility by giving back to society and environment."* The Sun International Group applies social and environmental criteria to sourcing goods and services whenever practical, and encourage ethical and environmental responsibility among all stakeholders and suppliers (Sun International, 2016).

According to the Tsogo Sun Integrated Report of 2016, the hotel group has established a network of suppliers for goods and services. The relationship with these suppliers has created various jobs and wealth in the economy. The group is growing its centrally managed procurement system to ensure consistent standard and pricing and better relationships. The hotels in the Tsogo Sun Group procure goods from local suppliers, while BEE is considered an important strategy for the

group. Furthermore, the hotel group recognises the importance of monitoring and evaluation and measuring of the environmental impacts of the hotel and has developed an internal monitoring and evaluation tool (Tsogo Sun, 2016).

The 2014 Sustainability Report of Marriott international recognises that conservation and engagement with the community is important *"Smart, socially responsible policies bring us customer preference and loyalty from the next generation of travellers and workforce."* The Marriott Group has various environmental and social programmes in place, while economic growth and innovation remain key drivers for the groups success. The Group has clear sustainable development goals and concentrate on sustainable hotel operations while generating jobs, supporting local organisations and growing the local economic and tourism infrastructure. The Marriott International Group works with its supply chain to develop innovative products and programs that deliver superior performance while meeting their sustainability goals. *"The Group works with their suppliers to conserve energy, reduce water use, increase waste diversion and include more sustainable material"* (Marriot International Group, 2014).

Marriott (2014) recognises that the group faces challenges when *"tracing the journey of a product that is purchased. Product production often involves multiple organisation with different systems and requirements working across international border, making traceability difficult."* Currently the group is focussing with their bigger suppliers to reduce energy, water and waste and to encourage producers to develop products to replace less sustainable solutions.

On analysing the contents of these reports, it was determined that these hotels and hotel groups place more emphasis on finding methods to reduce waste, and decrease water and electricity consumption, as well as becoming involved in various charities. This is supported by the findings of Rogerson and Sims (2012:392), who state that "*Environmental management must be an integral component of tourism development, especially for sustainable tourism development in sensitive protected areas and more broadly for greening of the tourism travel sector and the tourism accommodation sector.*"

Although GPP is indicated in some of the reports or policies, the emphasis on this is not yet at the same level as the management of other environmental impacts within the hotel sector. There is therefore, an opportunity for the hotels to place greater focus on the implementation of GPP within the hotels themselves.

CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

This section summarizes the key findings of this study in relation to the research objectives highlighted in Chapter 1. The purpose is to carefully address the research question in the light of the findings in order to provide recommendations and ultimately accomplish the aim of this research.

5.1   Conclusions

The general understanding of the concepts of sustainable / responsible tourism and GPP within the hotels that formed part of this study is very positive. The managers that were interviewed in this study indicated that sustainable / responsible tourism includes the social, economic and environmental pillars of sustainability. Amongst the hotels sampled, positive progress has been made with regards to social actions and the implementation of initiatives that reduce environmental impacts, with the greater percentage of the hotels sampled adopting formal environmental policies. Furthermore, the results of this study indicate that positive progress has been made with regards to the implementation of GPP in the South African hotel sector since the implementation of the *"Responsible Tourism Guidelines"* in 2002, and this progress is not dependent on the location, ownership, size of hotel or year in which the hotel was established. As indicated by the results, sustainable practises and GPP are important to the hotels in the study, even if not formalised in a policy. The managers of most of the hotels sampled, understand the important role that GPP has towards decreasing the hotel's impacts on the environment and towards sustainable development. However, the lack of a formal GPP policy within these hotels implies that there is still a wide opportunity for growth with regards to the implementation of GPP in the hotel sector.

According to Angelkova *et al* (2012:221), *"tourism as an activity can have a big impact on sustainable development"* and in order for tourism to become more sustainable, co-operation between the various tourism companies, the destinations, and the national, regional and local authorities is required. This includes GPP, as the co-operations with various suppliers, hotels and government can contribute to making the hotel sector more sustainable. While Rogerson (2012:336) recognises that tourism does make a beneficial contribution to the economy and the communities around the tourist destination, he points out that "*economic leakage may occur if the tourist spending does not remain in the destination economy.*" Furthermore, local linkages within the hotel sector are potential pathways for local development, however, may not have the capacity to provide the quantities demanded by the accommodation sector at competitive prices. (Rogerson, 2012:337). GPP, should, therefore, progress significantly as an important tool within

the operation of South African hotels to address the impacts of hotels and their operation on the environment, while contributing positively to the local economy.

One of the main drivers for the procurement practises within the hotels of this study, which was identified by the majority of the Interviewees is BEE, as this contributes to the BEE points as per the requirements of the Tourism BEE Charter launched in 2004. However, BEE can also be used to encourage the local sourcing of products and services and can, therefore, contribute to the development of GPP in the South African hotel sector if it is implemented and seen as more than just a points system. Other important drivers within the procurement practise of the hotels in this study is the importance of quality that meets the expectations of guests, value for money and to some degree the environmental friendliness of products is considered during the procurement process.

South Africa is seen as playing a principle role in the development of a worldwide responsible tourism movement through the implementation of the South African Responsible Tourism Guidelines (DEAT, 2002), the requirements of the South African Tourism Act (3 of 2014) and various other policies that encourage the establishment of supplier linkages. Local government plays an important part in this, while the promotion of local economic development planning also encourages the development of local procurement (Rogerson, 2013:337). However, despite all of these, one of the main barriers identified with regards to the implementation of GPP by the hotels included in this study, is a lack of government support. Therefore, better communication and greater support from government at various levels, may encourage the development of better GPP in the South African hotel sector, resulting in stronger linkages and greater progress with regards to GPP implementation in the hotel sector. A lack of knowledge with regards to GPP on the suppliers' side was also identified as a barrier by the hotels in this study in order to ensure better implementation and use of GPP. However, although indicators are identified and communicated to suppliers, there is no training and assistance provided to suppliers regarding procurement. From this study, it also appears that the majority of the hotels do have a procurement team in place, and that indicators to monitor suppliers against the standards set for procurement are determined and monitored, therefore, this could allow for a formal Green Procurement Policy to be implemented and ensure that GPP becomes a part of the hotel's sustainable development process.

As the South African government has identified the tourism industry as one that can help South Africa with its current economic woes, and due to the large impact that tourism and especially the hotel sector of the industry has on the environment, greater and faster progress needs to be made with regards to the implementation of GPP within hotels in order to assist tourism in South Africa to develop more sustainably.

5.2 Recommendations

Overall the study showed that progress has been made with regards to the implementation of GPP in the hotels included in this study, since the release of the "*Responsible Tourism Guidelines*" in 2002. However, the sample size cannot be considered to be significant enough for the number of hotels located in South Africa. Therefore, it would be valuable to repeat this study using a more widespread survey with the goal of obtaining a more representative sample.

Greater support is required from government on all levels to ensure better distribution of knowledge on both the hotels side and the suppliers side with greater focus on GPP. This may require the compilation of additional GPP guidelines and road show discussions in line with the requirements of the Responsible Tourism Guidelines (2002). The author believes that more education, training and guidance with regards to GPP will help to raise awareness of GPP as tool for sustainable development within the hotel sector and raise awareness and commitment to the implementation of formal GPP policies in the hotels.

This research revealed valuable information in regard to the progress of GPP in the South African four and five star hotels. Despite the research study' limitations and challenges along the way of conducting the research, by completing this research the author has contributed new information regarding the progress of GPP in the South African hotel sector. This study only focussed on four and five star hotels and should also be conducted within the hotels that have lower star ratings, as it may identify drivers and barriers that were not determined in this study.

Future studies, should also include other staff members within the hotel in order to determine how well the knowledge of GPP is distributed through the entire hotel. This would also assist in gaining an understanding of the attitudes of the staff and their opinion towards drivers and barriers in the implementation of GPP in the hotel sector.

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ANNEXURES (APPENDIX A)

INTERVIEW SCHEDULE

MSc. Environmental Management – Mini-dissertation: Sonja van de Giessen

Progress with the implementation of Green Procurement Practises (GPP) in the hotel industry – the South African experience

Sonja van de Giessen

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sonjavdg@hotmail.com

The participation in this interview is entirely voluntary and responses will be treated with strict confidence and data will not be shared with any third parties or used for commercial purposes. This interview will be tape recorded for internal analysis purposes only.

Date of Interview:	
Place:	
Interviewee:	
Position:	
Hotel:	
Ownership:	
Bed spaces:	
Employees: permanent seasonal	
Hotel opening:	
4 Star: ☐ 5 Star: ☐	

Section 1: Introduction

- Thank you for the possibility to interview
- Read and discuss confidentiality agreement
- Establish timeframe for interview
- Purpose of the interview

Section 2: Attitudes towards sustainable / responsible tourism

2.1 What does responsible tourism or sustainable tourism mean to you personally?

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_____

_____

_____

_____

2.2 What does responsible /sustainable tourism mean to you as a business? (All three dimensions (economic, environmental, socio-cultural)? Probe if not all 3 dimensions used; How important is it in daily business, for employees, etc.; Is there specific training for employees concerning sustainable business practices to highlight the importance?

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_____

2.3 Does the hotel have an environmental policy in place? (Find out if the hotel has a specific person in charge of the environmental policy; Monitor and record environmental management performance; if the hotel has any environmental accreditations (i.e. Fair Trade, Green Leaf, won any environmental awards); is the policy communicated to the staff and are they rewarded for its implementation; Familiarise itself with environmental regulations and changing legislation; Inform customers on environmental issues/initiatives.)

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2.4 Does the hotel practise social responsibility? (Make use of local labour; purchase local goods and utilise local services; contribute to charity)

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Section 3: Green Procurement Practises within the hotel

3.1 What does the term green procurement mean to the hotel? (Socially and ethically responsible purchasing; Minimising environmental impacts through the supply chain; Delivering economic sound solutions; Good business practise.)

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3.2 Does the hotel have a green procurement policy in place? (If yes, for how long has this been in place; is it communicated to the guests, communicated to staff; monitored; policy amended).

_____

_____

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_____

3.3 What are the key criteria used in the hotel's procurement decisions? (BEE; cost to company; preferential procurement; value for money; environmentally friendly products).

_____

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_____

3.4 In your opinion, what are the biggest obstacle(s) in South Africa in understanding and implementing green procurement practises (responsible tourism) in the hotel? (Lack of national support; Inefficient management systems; Lack of knowledge about the environment and how to develop green procurement knowledge criteria; costs; lack of information; lack of knowledge from suppliers, lack of capacity from local suppliers; lack of green procurement policies/ guidelines; perception that environmentally friendly products are more expensive).

_____

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_____

3.5 Which of the following statements are applicable to this hotel.

Procurement Statement	Yes	No	N/a
The hotel has a dedicated procurement team with responsibilities allocated to each person on the team.			
The hotel clearly defines indicators to monitor suppliers against the standards set for procurement.			
The hotel communicates these indicators to suppliers.			
The hotel provides training and assistance to suppliers.			
The hotel includes integrated sustainability criteria into purchasing and contracting procedures and contract.			
The hotel has a clear monitoring plan in place for achieving "greener" /responsible procurement practises.			
The hotel revisits the procurement policy annually to set new greener targets.			
The green procurement policy of the hotel is communicated to guests and other interested and affected parties.			

3.6 Do you have any further comments on green procurement practises in hotels?

_____
_____
_____
_____
_____
_____

Thank you for your participation.