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Corporate Social Responsibility in the tour operating sector: institutional arrangements and the shaping of agendas

- A case study of Apollo.

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Abstract

Title: Corporate Social Responsibility in the tour operating sector: institutional arrangements and the shaping of agendas – A case study of Apollo.

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Key terms: CSR, tourist sector, tour operators, sustainable tourism, institutional pressure

Aim: The aim of this research is to explore how institutional arrangements for socially sustainable tourism influence the shaping of CSR agendas in the tour operating sector.

Theory: Neo-institutional theory of organizational change / the Scandinavian branch.

Empirical material: The study was carried out as a qualitative in-depth case study, informed by the Swedish tour operating firm Apollo. Interviews and content analysis of policy documents were the main methods employed. The firm was at the center of the analysis and the issue of analysis was how regulative, normative and cultural-cognitive pressure mechanisms impact the shaping of their CSR approach.

Conclusions: Apollo's increasing engagement with actors in their institutional surroundings make them experience pressure from various stakeholders on matters of CSR. All three kinds of institutional forces have had clear impacts on their CSR agenda, but the predominant force is normative pressure from customers and stakeholders in the local area. Internal learning-processes have been set in motion by institutional alternations which make Apollo employing a proactive CSR approach. They hence contribute to shaping norms on sustainability within the industry.

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Sandra Backlund

Gothenburg, 25/05/2015

List of abbreviations

CSR	**Corporate Social Responsibility**
CSO	**Civil Society Organization**
HR	**Human Rights**
IO	**International Organization**
KSCC	**Kuoni Supplier Code of Conduct**
MNC	**Multinational Corporation**
NGO	**Non-governmental Organizations**
OECD	**Organization for Economic Cooperation and Development**
SCHR	**Statement of Commitment on Human Rights**
SSCM	**Sustainable Supply Chain Management**
UNWTO	**United Nations World Tourism Organization**

Table of content

List of figures

Figure 1. Institutional pillars, pressure mechanisms & carriers. Sources: (own elaboration of Scott, 2001:77; DiMaggio & Powell, 1983).

Figure 2. The travel of the core ideas of Apollos CSR framework (own elaboration).

List of tables

Table 1. Institutional Pillars & Carriers. Source: Scott (2001:77).

Table 2. Summary of the social components of Apollo's CSR agenda (Apollo, 2015c).

Table 3. Macro-level institutional forces involved in the shaping of the agenda (own elaboration).

1. Introduction

Corporate responses to demands and institutional arrangements for sustainable tourism within the tour operating sector is an issue worth further consideration if we are about to enhance opportunities for positive social impact in countries with tourism potential.

With operations at multiple locations and economies that exceeds those of states, multinational companies have become major players in today's globalized landscape of socio-economic relations. As international and national regulatory systems have proven somewhat insufficient in controlling the behavior of firms, key institutional developments have taken place during the past two and a half decades aiming to address this problem (May, 2006: 201). The creation of voluntary self-regulating mechanisms, agreements, accreditation bodies, certifications, standards and codes of conduct is on the rise, witnessing about changes in the regulative and normative environment of corporations (ibid.:199). Among the most influential such guidelines can be mentioned the Global Compact by the United Nations (United Nations, 2015b) Agenda 21 on Sustainable Development (WTTC et al., 1997) and the OECD Guidelines for Multinational Enterprises (2011b).

Some researchers call the emerging CSR norms a "revolution" in the governance of corporations and others have referred to it as an "emerging transnational public sphere". All of these initiatives are aimed at making firms taking control over their social and environmental impact, a domain commonly referred to as corporate social responsibility (CSR). Falling within this realm does any "*action that appears to further some social good, extends beyond the explicit interests of the firm, and is not required by law*" (McWilliams & Siegel, 2001: 316). Firms have been shown to adhere to the CSR paradigm for several reasons; in pursuit of moral legitimacy, to create a good image, for cost-saving purposes, due to environmental and social concerns, to achieve a competitive advantage, to satisfy customer demands and also as a way to delay more formal kinds of regulations (Lynes & Dredge, 2010; Van Buren et al., 2012; Budenau, 2007; Dashwood, 2012; Marana & Kostova, 2015; Bansal & Roth, 2000).

Since the 1990's, the CSR platform has become increasingly recognized as a tool to mitigate the negative and maximize the positive socio-economic impact of firms (Jenkins, 2005: 529). The private sector is consequently becoming more and more acknowledged in discussions on how to tackle global challenges and achieve sustainable development on earth (Organization for Economic Cooperation and Development (OECD), 2011: 3; Dashwood, 2012: 6; Piebalgs, 2013). Subsequently, CSR within the business community has received growing attention by

development cooperation agencies, international organizations, national governments and donors (Jenkins, 2005: 529).

Among segments of industries, the tourist sector has been identified as having particularly good potential to contribute to sustainable socio-economic development (Spenceley, 2008: 107). This is linked to the fact that the sector is one of the largest and most rapidly growing sectors in the world (United Nations World Tourism Organization (UNWTO), 2014). It counts for 9% of world GDP and in 2013 only there were about 1090 million international travelers. This means that even the slightest change in the way the industry functions is expected to have large consequences for a huge amount of people and societies around the world (Ashley & Haysom, 2006: 266). Moreover, among the world's poor about 80% live in twelve particular countries. In all but one of these countries the tourism industry is important for the national economy (Chok et al., 2007: 7). In addition, until 2030 the number of travelers visiting developing countries is expected to increase two times faster than tourist arrivals in highly-developed economies (UNWTO, 2014).

During the past two decades, the concept of sustainable tourism has therefore grown among scholars, development practitioners, governments and tourism enterprises (Saarinen, 2006:1122). The notion refers to tourism that is socially and environmentally friendly and enhance the possibility to contribute to socio-economic development. In this realm, the tour operator in particular is becoming increasingly recognized as an actor that can make positive contributions (Budenau, 2007; Tepelus, 2008; TOI, 2003; Van Wijk et al., 2013). That is because they are the links between the suppliers in their countries of operation and the customers, and may therefore affect the behavior of actors in both ends of the supply chain (Tepelus, 2008). This means that they can influence the entire industry to become more CSR-oriented.

However, reality shows that there is a very unequal relationship between consumers and producers of tourism, as the needs of local communities and destinations tend to be marginalized by the inherent goals of the tourism enterprises (Sharpley, 2010:12). The sector is dominated by large multinational corporations (MNC's) owned by developed countries. Rather than contributing to local development in destination areas through provision of foreign exchange, money generated within the sector tend to leak out to foreign economies (Mowforth & Munt, 2006:49). Tourism also use to be related to environmental degradation and damage of eco-systems, social and cultural disruption, distortions of local economies, humans rights abuses and other negative impacts (ibid.: 90; Roe, 2001:1; Ashley et al., 2001: 147). Moreover,

the tourist sector generally show very low records on CSR performance and lags behind almost all other large industries (Ashley & Haysom, 2006: 267; Tepelus, 2008: 75; Budeanu, 2005: 95; Coles, 2013: 130).

As regards CSR within tourism, many academic efforts have been devoted to explore how social sustainability can be achieved with the help of small-scale alternative tourism branches such as eco- and community tourism (Ashley & Haysom 2006; Ashley et al.: 2001; Zapata et al., 2011; Budenau, 2005: 89). The mass-tourism industry has consequently traditionally been overseen (Saarinen, 2006: 1124; Clarke, 1997). Requests have therefore been made that more scholarly attention is directed towards issues such as how the CSR platform can be enhanced by tourism enterprises (Strand et. al., 2014: 2, Ashley et al., 2001; Roe, 2001; Meyer, 2012). For that, increased knowledge about what make firms willing to adapt to current normative views on sustainable tourism and comply with demands for increased CSR undertakings is needed.

Studies made on other industries or through cross-sector analyses have underlined several factors of importance in this regards. These are such as management style, government and formal rulemaking, threats of withdrawal of licenses to operate, external events, institutional pressure, ethical concerns, certification schemes, pressure from stakeholders, non-governmental organizations (NGO's), International Organizations (IO's), stakeholder pressure and more (Lynes & Dredge, 2010; Williamson et al., 2006; Ählström, 2010; Ayuso, 2006; Sá de Abreu et al., 2015; Brower & Mahajan, 2013;Van Wijk et al., 2013). However, while existing research recognize the discrepancies in knowledge concerning tour operators and CSR, few scholars have attempted to solve this issue by employing insights drawn from other sectors (Coles et al., 2013:137).

The main task of this study will be to contribute to filling this gap by exploring how sustainable tourism practices emerge and develop within the mass tourism industry. This will be done through an assessment of one of the factors that has been shown to be of importance for firms work with CSR, institutional pressure (Dashwood, 2012; Sá de Abreu et al., 2015; Van Wijk et al., 2013). Hence, the research problem addressed in this paper is how institutional pressure for socially sustainable tourism affect the creation of CSR-agendas in the tour operating sector. Thus, recognizing that a multitude of factors contribute to what strategies tour operators choose to employ, this study is delimited in the sense that focus will be on the role played by institutional forces and pressure mechanisms. The research has a qualitative design and the

Swedish tour operator Apollo will be used as a case for an in-depth investigation. Semi-structured interviews and text analysis of documents are the main methods, and neo-institutional theories of organizational change, with an extra focus on the Scandinavian tradition serve as the guiding framework. This theoretical line constitutes a very apt point of departure for the study, as it provides the concept of organizational field as a level of analysis (DiMaggio & Powell, 1983). This briefly refers to actors and institutions in the surrounding of a business that affect intra-firm thinking and acting. It also steers the focus towards ideas as carriers of institutions, and make it possible to trace the workings of institutions through the circulation of ideas (Czarniawska & Joerges, 1995).

At last, on an abstract level, the study seeks to make an empirical contribution to the knowledge base on how the tourism industry in general and tour operating sector in particular can contribute to socially sustainable development. That is expected to be the result of an increased understanding of how CSR develop within firms and why. This is a highly relevant issue recognized not least by the international development community (OECD, 2011: 3). Therefore, academics, associations working with CSR, sustainable tourism movements, tourist industry agents, development practitioners, governments, non-governmental organizations (NGO's), international organizations (IO's) practitioners working with poverty reduction strategies in developing countries with tourism potential are all expected to benefit from deeper knowledge about how tour operators' CSR approaches are shaped and why.

1.1 Research aim and questions

The aim of this research is to explore how institutional arrangements for socially sustainable tourism shape CSR in the tour operating sector. The research is informed by a case study of Apollo, the third largest tour operator in Sweden.

The research questions are posed as following;

How do institutional arrangements for socially sustainable tourism influence the shaping of CSR agendas in the tour operating sector?

1. *What is the current shape of the CSR agenda?*
2. *What institutional arrangements affect the shaping process and why?*

1.2 Structure of the paper

The thesis consists of eight different chapters:

The *first* chapter gives an introductory background to the topic of study as well as presents the aim and research questions.

The *second* chapter provides a literature review on CSR and sustainable tourism. It ends with a clarification of the research gaps.

The *third* chapter specifies the theoretical framework, conceptual frame and analytical tools.

The *fourth* chapter explains the methodology and methods used for the research. It also discusses its limitations, issues of ethics, transferability and validity.

The *fifth* chapter provides background information about the case and answers the first sub-question.

The s*ixth* chapter answers the second sub-question by merging the empirical findings with the theories.

The *seventh* chapter analyze the findings all together and answers the main research question.

The *eighth* chapter concludes the research by providing a summary of the findings and a reflection of the wider implications of the study results.

2. Previous literature

The purpose of this chapter is to shed light on the theoretical debates to which this research is related. It starts with an overview of existing research on corporate social responsibility, sustainable tourism and CSR within the tourism sector. The focus is then narrowed down and a review of previous literature on what affect and encourages firms to employ CSR measures is provided. The chapter ends with some critical reflections on the existing literature, a discussion of the gaps and a clarification of where this study fits into current research.

2.1 Corporate Social Responsibility

2.1.1 Traditional and current research perspectives on CSR

CSR as an area of study is sprung from the study of management and dates back to the middle of the 20th century (Banerjee, 2007:5). The scholarly debate on the issue has traditionally been divided between its critics and proponents, with the main point of divergence being whether environmental and social dimensions should be added to businesses performance objectives or not. How this can be done, on what premises and to what extent are topics that are widely discussed and there are deep-rooted divisions between theorists.

The opponents of CSR tend to stress that the only responsibility corporations have in society is to maximize profit for shareholders (May, 2006: 2000). This viewpoint can be traced to the Shareholder theory which gained hold in 1970 through its proponent Milton Friedman (1962). A rational choice institutionalism literature has grown out of this theoretical strand and further developed the perspective in relation to the corporate social responsibility domain. The basic assumption among theorists is that the only reason why corporations engage in CSR is to maximize their revenues (Dashwood, 2012: 39).

Within the opposite strand which is made up of more progressive theorists we find the Stakeholder theory. This theory, most known through its proponent Freeman (Freeman et al., 2010), holds that corporations not only have obligations towards their shareholders but also should assume responsibility towards society at large. It recognizes all parties and agents that might have an interest in the actions of a corporation and emphasizes that the corporative responsibility must be stretched to cover the interests of these (Grafström et al., 2008: 66).

Since CSR became a popular research area in the 1990's a large quantity of literature have grown on the subject (Grafström et al., 2008: 20). This is mainly centered on topics such as CSR and; communication; implementation; stakeholder engagement; measurement and the business case (Lindgren & Swaen, 2010). CSR has also been subject to constant critique from scholars who argue that it has very weak impact or that it is difficult to measure the results (Blowfield, 2007: 683). Some argue that it is just a matter of improving the corporate image or a way to achieve publicity. It has also been shown that firms' engage in greenwashing and decoupling activities, meaning that they adopt CSR practices for symbolic reasons with no intentions to change the business operations (Crilly et al., 2012; Ählström, 2010; Matejek & Gössling, 2014). Researchers have consequently been increasingly engaged in developing models through which firms' CSR-undertakings can be measured and rated (Carroll, 1991; Aggerholm & Trapp, 2014; Visser, 2014). Hence, there is a growing interest in how corporations can become more effective in employing the CSR-tool as a way of benefiting societies and reduce negative environmental impact.

2.1.2 CSR in the tourism sector

There are signs of research activity on CSR within tourism, not least since the 1990's and forwards. However, the issue has not yet taken real hold and the literature strand is still very limited (Coles et al., 2013: 124). Existing literature on CSR within the tourism industry can be divided into two branches. The first captures the multidimensional nature of the CSR concept, such as motivations for adopting sustainability practices (Lynes & Dredge, 2010; Ayuso, 2006; Cowper-Smith & de Grosbois 2010), assessments of how well the CSR is practically managed (Bohdanowicz et al., 2011), and how level of commitment relates to the sustainability outcome (De Grosbois, 2012).

The second branch which is more extensive contain literature which typically focus on one or a few particular aspects of sustainability, such as the role played by consumers and how demand for more responsible tourism impact tourism enterprises work with CSR (Miller, 2003), and the relative consciousness of environmental and social issues by clients and how this affects their preferences (Goodwin & Francis, 2013). Other scholars examine special forms of holiday-making, for example pro-poor tourism (Ashley & Haysom, 2006; Ashley et al.: 2004; Roe, 2001), community-based tourism and eco-tourism (Zapata et al., 2011). The emphasis is consequently on how the tourism sector can be enhanced as a source for sustainable

development, whether it is an effective tool for poverty reduction and how tourism can bring positive social and environmental impacts to communities and destination areas in developing countries.

2.1.3 Sustainable tourism

Another category of scholarly productions which is closely related to that of CSR in tourism is the sustainable tourism literature. Sustainable tourism is a relatively new concept that has gained increased recognition since the 1990's (Saarinen, 2006:1122). Since then, much academic attention has been devoted to explore how sustainable tourism can be achieved within small-scale alternative tourism branches (Budenau, 2005:89). The mass-tourism industry has consequently been largely overseen (Saarinen, 2006: 1124). Yet, the notion of sustainable tourism has anyhow successively evolved. From being considered incompatible with and therefore a direct opposite to mass tourism it has become recognized as a mainstream modality that all kinds of tourism businesses must strive to achieve.

One actor operating within the mass-tourism industry with high potential of contributing to sustainable tourism development is the tour operator (Budenau, 2007; Tepelus, 2008; TOI, 2003; Van Wijk, 2013). These are the links between the suppliers in their countries of operation (hotels, services, restaurants etc.) and the customers (travelers) and may affect the behavior of actors in both ends of the supply chain (Tepelus, 2008). This means that they can influence the entire industry to become more CSR-oriented. However, tour operators work with sustainability issues still remain in an initial stage.

Existing literature on CSR within tourism are generally based on pioneering theories such as those by Freeman et al. (2010), Stakeholder theory, and Melé (Garriga & Mele, 2004). Very few tourism scholars build on insights on CSR drawn from other disciplines (Coles et al., 2013:137). There is a tendency of employing in-depth case studies to assess small-scale alternative tourist forms, rather than examining the industry as such. Critique can therefore be forwarded to this research branch for its lack of insights on how business practices can be improved, how to achieve large-scale impact for environmental and socio-economic development, how to steer the entire branch towards becoming more CSR-oriented, how change can be achieved among core players such as tour operators as well as what insights can be drawn from industry actors already employing CSR strategies.

2.1.4 CSR and tourism in a Swedish context

CSR performance within the tourism industry in a Swedish context is situated in the midst of a research gap. The few studies that have been made are essentially Bachelor's and Master's theses, produced by students from the Business Economy Discipline. This is despite the fact that the industry is very concentrated. Three large tour operators; Ving, Apollo and Fritidsresor together stand for 80% of the Swedish tourism market (SwedWatch, 2008: 59). Only in 2007 about 2 million Swedes were travelling with any of these operators. However, reports made by the Swedish NGO's SwedWatch (2008) and Schyst Resande (2008) show alarming signs of negative environmental and social impact in countries where the operations are based and slow developments of CSR work within the sector.

2.2 Drivers and determinants of CSR strategies and approaches

Assessing the determinants of CSR approaches, such as what make firms willing to employ sustainability efforts, why they do so, how strategies are developed, who demands commitment to these issues etc. is becoming increasingly popular among scholars (Van Buren et al., 2012: 358). However, as the research area still is in a developing phase, not so much have been written about the tourism sector in particular (Ayuso, 2006: 207). Therefore, in this section findings from studies made on other sectors will be merged with a few examples from the tourism industry. The studies are grouped together in accordance with what factors the researchers focus on in their assessments.

2.2.1 Multiple factors

Some scholars attempt to identify the motivations behind firms' CSR undertakings by seeking for multiple explanatory factors. Drivers that have been identified through such approaches are cost reductions, avoidance of implementation of formal laws, creation of a good image (Lynes & Dredge, 2010); philanthropic- and financial motivations (Tamajon & Font, 2012); support from stakeholders, in pursuit of hindering formal law-making (Van Buren et al., 2012). In sum, these studies tend to take the form of qualitative interviews or surveys where officials respond to different pre-established questionnaries. The weaknesses of basing studies solely on one methodology is that they presume that the researcher poses appropriate questions and that officials provide honest answers.

Other researchers employ more theoretically and methodologically comprehensive study approaches to find the drivers behind work with CSR. Moreover, by employing neo-institutional theories, Dashwood (2012) examined the drivers behind collaboration initiatives between firms and IO's for the creation of mining industry CSR standards. Firms' dedication to CSR matters is explained in terms of the simultaneous operation of internal factors such as management style and intra-firm learning processes and external factors; normative and regulative forces stemming from altered government regulations and NGO discourses.

2.2.2 Instrumental drivers

Scholars of business economy and management studies tend to look for explanations of firms' engagement with CSR activities with reference to financial outcomes. The drivers for CSR are consequently found to be increased financial performance through cost reductions (Williamson et al., 2006; Ählström, 2010), enhanced competitiveness (Murillo & Lozano, 2006): internal self-regulating purposes (Bondy et al., 2004) and the so called 'business case' which implies that employing corporate social responsibility measures is expected to yield returns that balance the expenditures (Schreck, 2011). Vilanova et al. (2009) argue that implementation of sustainability policies in itself serve as a trigger for further engagement with CSR, since it stimulates intra-firm learning and therefore improved competitiveness.

Both qualitative and quantitative methods are used, and the studies vary from in-depth case studies to multivariate analyses. However one weakness of these studies can be noticed with reference to their theoretical point of departures. As they are guided by the assumption that profit maximization is the ultimate goal of a firm they are limited to detect instrumental motivations and therefore excludes other factors involved.

2.2.3 Managerial leadership

A large branch of literature within business studies acknowledge the role played by the managerial leadership and cognitive processes for the CSR outcome. For example, research has pointed at the importance of managers' awareness and view of the sustainable tourism concept for the adoption of environmental voluntary instruments (Ayuso, 2006), the need for coherence between societal norms and perceived ethical responsibility by corporate managers (Murillo & Lozano, 2006; Sandve & Ogaard, 2014), the importance of commitment of the manager towards

environmental concerns (Colwell & Joshi, 2013); how different kinds of management styles lead to different CSR outcomes (Angus-Leppan et al., 2010). Moreover, Delmas & Toffel (2008) conclude that actors which appeal to influential corporate departments in attempts to promote CSR are more likely to achieve managerial response to their demands.

In sum, these studies are built mainly on neo-institutional, institutional, management and organization-theories, and they employ intra-organizational perspectives to explain corporate ethical undertakings. They make important contributions to the CSR literature by emphasizing non-instrumental drivers, such as self-fulfillment, social recompenses and cognitive personal rewards.

2.2.4 Operational context

Researchers from business studies and management disciplines with more political- and social science oriented focuses tend to pay attention to the spatial, cultural, political and social contexts in which firms are embedded. A branch of scholars concentrate on regions. It has been shown that political legacies (Doh & Guay, 2006), institutional and sectoral-level dynamics (Jackson & Apostolakou, 2010), level of economic development, national rulemaking systems and soft law, types of shareholders, norms on appropriate behavior (Young & Thyil, 2014), as well as national culture and embedded value systems (Nin Hoo & Wang, 2012) influence interests of adopting CSR standards and count for variation in CSR approaches between regions.

Moreover, institutional differences in developing and developed countries are shown to be a determinant factor on firms' CSR outcomes (Sá de Abreu et al., 2015). In developed states where the density of coercive, normative and cultural-cognitive forces is explained to be higher, firms are more prone to take on corporate social responsibility. That is linked to the fact that firms perceive of these forces as pushing them to commit to responsibility measures. Variation in operating environments have also been shown to explain the differences in MNC's work with CSR (Laudal, 2011). Bondy and Starkey (2014) show that multinational firms' adopt CSR standards crafted on international 'best-practices' in pursuit of responding to international sustainability concerns. Thus, rather than responding to demands and priorities that are locally embedded they choose to address topics that are of universal scope. Furthermore, Marana & Kostova (2015) show that multinational corporations operating in various institutional contexts respond differently to the same kinds of demands when it comes to CSR. They explain the

variation with the fact that firms are more prone to comply with pressure generated in environments within which they are more economically embedded.

These studies increase the scope of knowledge on CSR by shedding light on contextually based principles that affect CSR outcomes. However, a large scope of the research is carried out as comparative case studies between national firms that are subjects to one operational context only. There are quite few studies that address MNC's, but as has been shown differences in contexts matter and is an issue that desires further scholarly attention.

2.2.5 Stakeholder pressure

Insights from studies focusing on stakeholders for the development of CSR highlight how various actors pressure firms to respond to their demands. Brower and Mahajan (2013) show that firms that are responsive towards a large variety of stakeholders will have a broad rather than a deep and integrated CSR agenda. A critique against studies of this kind that are based on stakeholder theory only is the narrow focus. When concentrating only on actors there is a risk of foreseeing non-physical factors that also pressure firms regarding how they should act to take on responsibility. Moreover, the theory has also received much critique for not being sufficiently precise in terms of how firms choose to prioritize between different stakeholder demands (Claydon, 2011: 408).

An institutional perspective on the other hand can distinguish between the relative weight and importance of different stakeholders. For example, receptiveness towards calls for environmental responsibility is explained by facts such as concerns for legitimation by the source of the demands (Bansal & Roth, 2000) and proximity to the end-consumers (Haddock-Fraser & Tourelle, 2010). Moreover, Vives (2004) argue that the large international reach-out, developmental motives and legitimacy among IO's such as the UN gives these influential impact over what firms choose to do in terms of CSR.

Furthermore, Van Wijk et al. (2013) examine changes in the Dutch tour operating sector related to sustainable tourism activism. Three particularly successful strategies employed by the activists are seen to explain the growing awareness of sustainability issues among the operators. These are: involvement of external agents to force changes through pressure, promotion of entrepreneurs which can pave the way for new developments as well as creation of collaboration initiatives.

In sum, researchers from various disciplines have shown interest in the drivers behind CSR which has added methodological and theoretical breadth to the research branch. The methodologies employed range from quantitative multivariate analyses to in-depth cases. However, the empirical material is mainly drawn from a limited range of sectors, and the tourism industry has been largely foreseen.

2.3 Research gaps

Many research gaps could be identified in the literature which this research aims to contribute to filling. The *first* belongs to the CSR literature and is of a theoretical nature. It regards how corporate social responsibility can evolve and develop within firms. For that is required more in-depth knowledge about how CSR agendas are created, how approaches develop and so forth. Furthermore, considering all the harmful environmental and social consequences caused by tourism, mainly experienced by developing countries there is an urgent need for the industry to become more responsible (Iwersen-Sioltsidis & Iwersen, 1996). Therefore, the *second* gap - also theoretical - belongs to the sustainable tourism literature and concerns the need for more knowledge about sustainability within the mass tourism industry in general and among tour operators in particular.

A *third* gap which is of an empirical nature can be found within the research branch assessing the determinants of CSR efforts. As many studies concentrate on other sectors, there still is not much known about what drives CSR in the tourism industry. This research aims to address this topic by applying insights from findings drawn from other sectors. A *fourth* gap regards the theory employed in this research. While neo-institutionalism has been used to study CSR implementation in other sectors not many attempts have been made to transfer this perspective to the study of tourism (Coles, 2013: 408). Taking into consideration the complexity of the sector due to the multinational character of firms and the fact that supply chains often are very long and fragmented, the study will explore to what extent previous theoretical insights are applicable to this kind of institutional environment. The *fifth* gap is of a geographic nature and concerns the lack of research on CSR within a Swedish context. Since the field is largely unexplored this research aims to add to an emergent research base. Next chapter provides information about the theoretical perspectives that are at the back of this research.

3. Theoretical framework

The study takes its point of departure in neo-institutional theories with extra weight given to the Scandinavian branch which specifies in organizational change-processes. This chapter provides an overview of this theoretical line of thought and sheds light on some key contributions developed within this research tradition. A conceptual frame consisting of concepts identified in the literature review, as well as an explanation of the analytical tools that have been used are provided in the end.

3.1 Neo-institutionalism

There are many different kinds of neo-institutionalisms; e.g. in economics, sociology, political science and international relations (Powell & DiMaggio, 1991: 1-9). Their main points of divergence are how terms such as institutions are defined and what kinds of interests these are seen to reflect. What these theories have in common is that they recognize the role played by institutional processes and social elements for organizational action (Powell &DiMaggio, 1991; Wooten & Hoffman, 2008). At the center of this theory is the belief that institutions shape interests, among organizations as well as among individuals (Powell & DiMaggio, 1991: 28). Organizational action is seen to reflect ongoing procedures in the external institutional environment, to which the organization belongs.

Neo-institutionalism is apt for analyzing issues such as how institutional set-ups affect individual organizations, how practices become institutionalized, how different logics challenge each other and how particular actors or groups of actors can change existing organizational practices (Powell & DiMaggio, 1991: 28).

3.1.1 Organizational fields

However, new institutionalism differs a lot from the traditional one, and contributes with some new important conceptualizations. Of particular importance for this study is that of organizational fields, which refers to "[…] *those organizations that, in the aggregate, constitute a recognized area of institutional life: key suppliers, resource and product consumers, regulatory agencies, and other organizations that produce similar services or products* (Powell &DiMaggio, 1991: 65). Hence, the term refers to the sphere of related actors in the external environment of an organization, ranging from customers to business peers. The organizational field is made up of cultural elements, informal and formal customs and procedures, pressure

mechanisms, schemes, rules for appropriate behavior and much more (Scott, 2014: 52). These elements, ideas and procedures are shared and spread among the field-participants (Sevón, 1996: 55). Firms generally belong to various different fields with different rationales, structured for example on the basis of their engagement around a common issue or through their provision of the same products (Scott, 2008:224). Moreover, the fields have no physical boundaries that can be empirically assessed, but must rather be seen as analytical constructs that help to examine a particular institutional context such as a branch.

3.1.2 Institutional arrangements, forces and pressure mechanisms

Scott (2014) sees *institutions* as consisting of three different forces; a regulative-, normative- and cultural-cognitive pillar. Institutions are consequently defined as "*… regulative, normative and cultural-cognitive elements that, together with associated activities and resources, provide stability and meaning to social life*" (2014: 56). According to this definition, these three forces coexist in the institutional environment of firms, and have different implications for organizational processes and changes.

In order to trace the mechanisms through which institutions are diffused and spread among firms and contexts, DiMaggio & Powell (1983) have formulated a theory which views institutions as being diffused through coercive-, mimetic- and normative forces. These forces work as *institutional pressure* mechanisms, which force, induce or influence firms to behave in certain ways. According to DiMaggio, the result is that organizations belonging to the same institutional environment become more similar to each other, an outcome referred to as institutional isomorphism. (The model is further explained in section 4.4.1).

In sum, the *institutional arrangements* described above have different implications for organizational processes and changes. They may have an impact on how firms perceive of themselves and their responsibilities, how they will respond to certain ideas, where they will seek for information, inspiration, models to replicate, who they will contrast themselves against and more (Powell & DiMaggio, 1991: 267). Moreover, the underlying logic of neo-institutionalism is that sensibility and corporate responsiveness towards institutional pressure of this kind is guided by a willingness of being seen as legitimate. This is linked to the assumption that organizations that are considered legitimate have greater chances to endure and thrive (Powell & DiMaggio, 1991).

3.1.3 Institutional entrepreneurs

Institutional entrepreneurship, as termed by Powell & DiMaggio (1991) refers to an actor which takes a prominent role in influencing organizational field-level norms and discourses which in turn affects the behavior of other members (Wooten & Hoffman, 2008: 136). Their actions and practices alter the institutional logics of organizational fields by modifying normative views, regulations and viewpoints (Scott, 2014:117). They can work both from within and from outside of fields, and an entrepreneur of this kind can be anything from an individual actor to a group of collective actors (Hardy & Maguire, 2008: 202).

3.2 The Scandinavian branch of neo-institutionalism

Wooten & Hoffman (2008: 142) state that ideas and practices tend to spread within organizational fields with an extraordinary speed. In order to analyze how and why ideas spread, what makes organizations adjust to these and how they become implemented and change practices of individual firms, the so called Scandinavian branch of neo-institutionalism has some important theoretical insights to contribute.

3.2.1 Travel of ideas, translation and editing

The Travel-of-ideas-metaphor, as developed by Czarniawska and Joerges (1995) symbolizes how ideas are spread within institutional contexts. The scholars use the term translation, which refers to "*the spread in time and space of anything – claims, orders, artefacts, goods- is in the hands of people; each of these people may let the token drop, or modifying it, or deflecting it, or betraying it, or adding to it, or appropriating it*" (Latour, 1986: 267). By tracing the chain of translation one can look at the entire process of an idea becoming transportable, sent away and adopted somewhere else, that is, the way it travels in time and space. This concept links ideas and substances with people and is therefore very apt for analyzing organizational change (Zcarniawska & Joerges, 1995: 25).

Which ideas that will spread and become translated is not so much dependent upon the ideas themselves but how they are presented, or in other words, objectified (Zcarniawska & Joerges, 1995: 24). Ideas become objectified if they are repetitively used in unaltered ways, and hence attain forms such as labels, standards, certifications, schemes and guidelines of different kinds

(Sahlin & Wedlin., 2008: 220). Moreover, the process of objectifying ideas has been termed 'editing'. The concept thus refers to that ideas and models in written form become reformulated and re-interpretated as they travel (Sahlin-Andersson, 1996). Their contents, formulations, purposes or other characteristics are adjusted, which result in that they acquire new forms and implications. Moreover, firms are prone to adopt and translate ideas that have been edited and objectified, as these rotates faster and more easily. The objectified ideas then become translated by individual firms and create changes in organizational structures, identities, self-regulation mechanisms etc. (Sahlin & Wedlin., 2008: 220). The next section deals with a certain form of objectification of ideas; standardization.

3.2.2 Standardization

Standards are a set of norms and ideas organized into frameworks (Brunsson & Jacobsson, 2000). Our contemporary world is full of standards, which can be defined as "…*pieces of general advice offered to large numbers of potential adopters*" (ibid.). Standards consequently fill the function of regulating the behavior of actors, organizations, firms, states and other mechanisms. As they are voluntary, the standardizers have no power to force compliance by appealing to sanctions. Standards therefore typically become important in areas where there is lack of authoritative rule (Timmerman & Epstein, 2010:71).

3.2.3 Logic of appropriateness

While the standardization perspective captures how certain ideas are produced as controlling mechanisms aiming to create organizational change (Brunsson & Jacobsson, 2000), scholars such as Powell and DiMaggio (1991) and Czarniawska and Joerges (1995) focus on how these ideas are translated by firms and organizations. Whether ideas will become institutionalized and gain wider adoption is dependent upon many factors. March (1981) instigated that firms act in accordance with a 'logic of appropriateness'. Organizations do according to this view act in accordance with what expectations are brought upon them due to the role and identity they possess in their organizational field. In other words, the organization asks itself questions such as 'who am I and what should someone like me do in this situation?'(Powell & DiMaggio, 1991).

3.2.4 Fashion and imitation

The idea of firms responding to a logic of appropriateness has evolved into the idea that they are fashion followers (Sahlin & Wedlin, 2008: 222). That is, scholars see the process of translation being driven by fashion. Zcarniawska and Joerges (1995: 25) explain that despite that fashion and institutionalization seem like direct contraries, their connectedness is apparent. For ideas to become fashionable and travel they need to have achieved a certain degree of establishment. Hence, as a practice become widespread, apart from the positive effects that the firm can expect to achieve simply by adopting the practice, they are also expected to achieve legitimacy (Meyer & Rowan, 1977).

Moreover, adapting to fashionable circulating ideas has been conceptually termed imitation (Sahlin & Wedlin., 2008: 219). That is, organizations imitate ideas, practices and models that they perceive to be successful (Hedmo et al., 2005:196). The imitation process is performative, which means that the ideas does not just arrive to a new setting in which they become adopted in their original forms (Sevón, 1996: 51). Rather, they are actively carried to an actor and modified by the actor to which arrive. The forces, such as an actor; organization; artifact or something else that take the idea from one place to another and therefore facilitates the imitation process use to be refered to as a 'carrier'. Moreover, three different forms of imitation use to be distinguished; a broadcasting mode where ideas are dispersed from a central agent and translated by actors in its surroundings; a chain mode where firms are seen to mimic ideas and practices from one another as well as a mediated mode where ideas are carried from one firm to another through a third agent.

3.3 Conceptual frame

In this section, a set of concepts identified in the previous literature which are of importance for the study and have not been defined in the theoretical framework will be clarified.

Corporate Social Responsibility

In this research the concept of corporate social responsibility is understood as "*a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.*"(Commission of the European Communities, 2002: 3). The focus of the study is on the social aspect of the term, for which it sometimes will be referred to as "social responsibility".

Sustainable Development

The 1987 World Conference on Environment and Development defined sustainable development as "*development which meets the needs of the present without compromising the ability of future generations to meet their own needs*" (World Commission on Environmental Development, 1987). As the research is concerned with social issues, the concept is also referred to as socially sustainable development.

Sustainable tourism

United Nations Environment Programme (UNEP) & United Nations World Tourism Organization (UNWTO) (2005) define the concept as "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities*".*

Human Rights

Human rights is understood in accordance with the thirty rights to which all people are entitled, as established in the 'Universal Declaration of Human Rights' (United Nations, 2015).

Sustainable Supply Chain Management

The concept of sustainable supply chain management (SSCM) "(…) integrates the environmental, social, and economic aspects that allow an organization to achieve long-term economic viability in supply chain management." (Ming et al., 2015: 437).

3.4 Analytical tool

A set of concepts identified in the neo-institutional literature have been ordered into a conceptual and analytical framework which has served as a tool for the analysis. Two sets of concepts have been combined in order to capture macro-level and micro-level processes of the phenomenon under study. How they are operationalized are explained throughout the chapter.

3.4.1 Macro-level processes

Organizational field

The institutional landscape surrounding Apollo will be identified with the help of the *organizational field* concept. The arbitrary boundaries of the fields will be traced with help of the *field structuration* model developed by DiMaggio & Powell (1983: 148). The structuration process, which refers to that fields take form and reproduce, are seen through the facts that:

> *a) field members are interfering more frequently*
>
> *b) a power system between the actors is created*
>
> *c) there is an increased exchange of information, and*
>
> *d) participants realize that they are united.*

Institutional forces

Institutions are understood in accordance with Scott's (2001:71) definition, to be comprised of three different kinds of forces. Scott's (ibid.) analytical construct of institutional pillars has consequently been used as a tool to categorize the institutional forces operating in the context of the case under study. The Institutional Pillar's Model sorts institutions into three groups:

> a) *The coercive pillar which takes into account the regulative forces of institutions. These have the function of constraining, coercing, sanctioning, controlling and imposing certain kinds of behavior.*
>
> b) *The normative pillar capture the normative elements of institutions. These elements create common understandings, conceptions of what is preferable, how things should be carried out, what is legitimate, what should be the objectives, appropriate behavior and so forth.*
>
> c) *The cultural-cognitive pillar comprise forces related to culturally embedded patterns of sense-making. That is, subjective understandings such as those created through normative elements, but that are generated through their embedment in cultural systems.*

Institutional pressure

In order to trace how the three different kinds of institutional forces affect the behavior of the case, it was combined with DiMaggio & Powell's analytical construct of institutional isomorphism (1983). This model is related to Scott's (2001) definition of institutions and it comprises that institutions tend to be spread to firms especially through three kinds of mechanisms; coercive, normative, and mimetic pressure. Hence, whether the case under study

has been pressured to adopt certain CSR practices by institutional forces has been traced with the help of this typology. The pressures are defined as such;

a) *Coercive pressure are typically experienced as formal or informal pressure that to varying degrees induce firms to adopt certain behavior. They are often exerted from an actor on which a firm is reliant or embedded in cultural expectancies.*

b) *Normative pressure emerges in situations where there exist a common cognitive comprehension of what is appropriate and what constitutes legitimate behavior.*

c) *Mimetic pressure is driven by doubts and insecurity of how to act in certain situations and make firms' adapt to each other and adopt models and practices found elsewhere.*

Institutional carriers

As indicated by the name, institutional carriers "carry" institutions from one setting to another (Scott, 2001: 77-82). That is, they are the traceable mechanisms through which institutions and institutional pressure is spread. They can be categorized into four different kinds; symbolic systems, relational systems, routines and artifacts (2001:77-82). Depending on which institutional element is referred to, each kind of carrier can be of shifting nature and form. The four different types of carriers and how they can be found is specified in table 1.

Table 4.1 Institutional Pillars & Carriers

	Pillars		
Carriers	*Regulative*	*Normative*	*Cultural-Cognitive*
Symbolic systems	Rules, Laws	Values, Expectations	Categories, Typifications, Schema
Relational systems	Governance systems, Power systems	Regimes, Authority systems	Structural isomorphism, Identities
Routines	Protocols, Standard operating procedures	Jobs, Roles, Obedience to duty	Scripts
Artifacts	Objects complying with mandated specifications	Objects meeting conventions, standards	Objects possessing symbolic value

(Table 1. Institutional Pillars & Carriers. Source: Scott (2001:77))

Figure 1. Analytical tool: Institutional pillars, pressure mechanisms & carriers
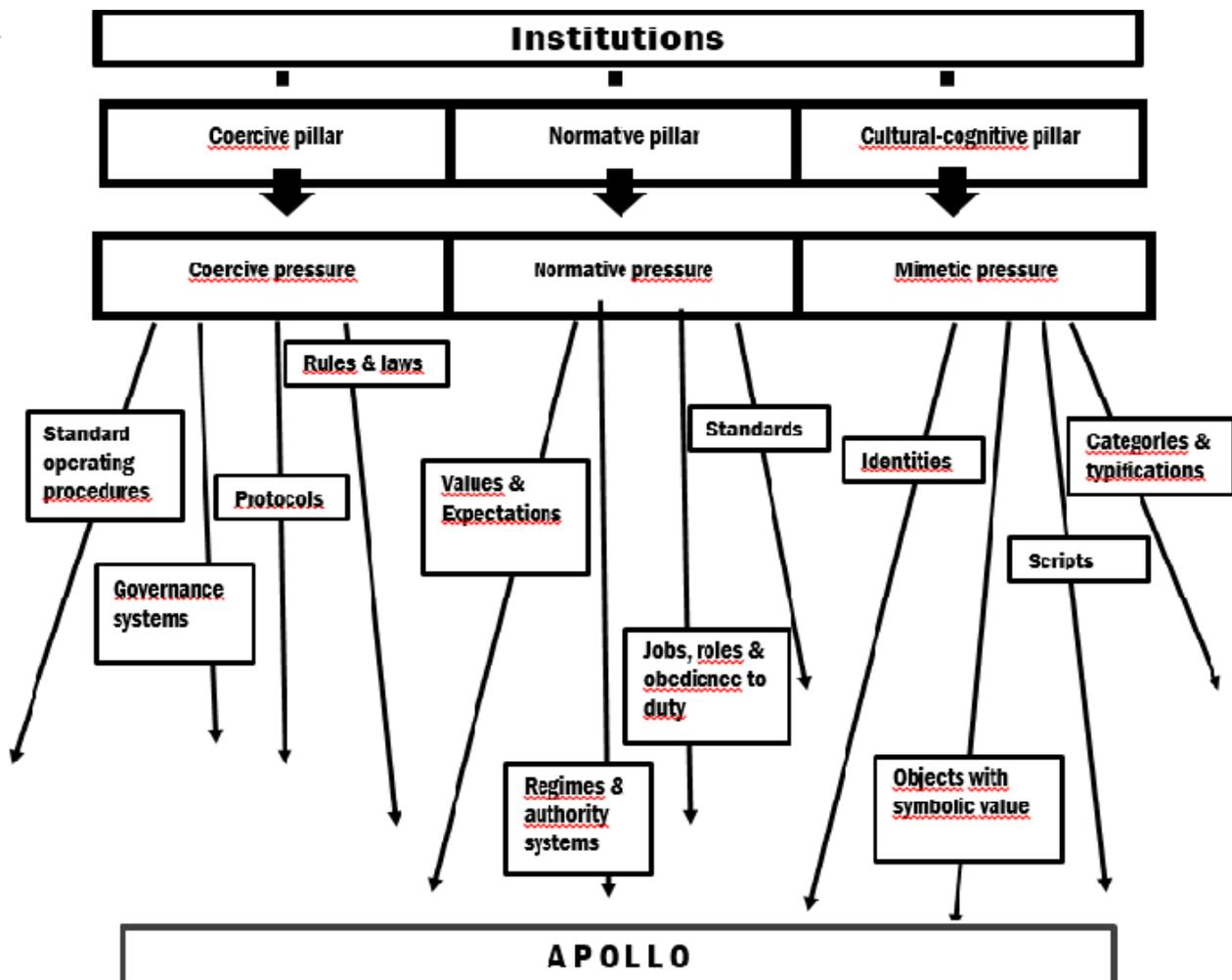
(Figure 1. Analytical tool: Institutional pillars, pressure mechanisms & carriers. Sources: (own elaboration of Scott, 2001:77; DiMaggio & Powell, 1983))

Use of the analytical tool

Figure 1 provides an overview of the three kinds of elements of institutions, the institutional pressure mechanisms and their related carriers. This figure was developed as a tool to facilitate the analysis, inspired by the theories by DiMaggio & Powell (1983) & Scott (2001). It does not give a complete view over existing institutional carriers, but as it was developed in dialogue with the empirical material it reflects those that are of importance for the study. The empirical material was coded in relation to the three pillars of institutional forces and the institutional pressure mechanisms. The institutional carriers provided in the model have been used as indicators for each of the codes. However, it deserves to be pointed out that these indicators are

not the only ways through which institutional forces can be spread which has been taken into consideration in the analysis.

3.4.2 Micro-level processes

The travel-of-ideas metaphor

The travel-of-ideas-conceptualization by Czarniawska and Joerges (1996) has been used to trace the micro-level processes involved when institutions spread within institutional contexts. The concepts of translation, editing and imitation have consequently been employed as a way to trace how institutional forces impact upon the behavior of the case under study. Hence, the empirical material was coded with the help of these concepts (for a detailed description of the indicators for each of the code, see their conceptual definitions in chapter 5.)

4. Research design and methods

This chapter provides information about the the methodology, the methods that were used to collect information about the case as well as how the data was analyzed. It ends with a discussion on the limitations of the study as well as concerns related to ethical issues, validity, quality and transferability.

4.1 Ontological and Epistemological Framework

The ontological framework of this study is of a constructivist nature which means that peoples' behavior and ultimate goals are seen as contextually and socially embedded (Silverman, 2013: 181). This view opposes fixed, objective and pre-determined understandings about the world and means that in order to understand actors' behavior we must take the changing nature of ideas and norms into consideration (Jörgensson, 2002:3). This ontological viewpoint is reflected in the entire research design, and captured in the choice of theoretical point of departure. Constructivism is linked to a post-positivist epistemology which holds that the knowledge that we human beings can acquire about reality is based on subjective interpretations. This assumption is reflected in how the information generated in this research is approached and how the study results and conclusions are presented. They are treated as possible understandings of the phenomenon under study rather than new objective pieces of knowledge, or "true facts".

4.2 Methodology

At brief, the study aims to make an empirical contribution to the debate on how sustainable tourism practices may enter on the CSR agenda of tour operators. It therefore takes the form of an exploratory and descriptive study. A qualitative research design was chosen since that allows for studying one particular phenomena in detail and acquire deep knowledge about the issue at hand (Creswell, 2009:4). No quantitative research procedures were employed since that would not sufficiently capture the institutional dynamics and invisible processes which are of central importance for this study. Neither are such methods preferable when the research aims to capture subjective dynamics and soft values.

The research was carried out as a case study of one particular Swedish tour operator, Apollo. The decision to focus on one single case was taken in order to be able to achieve depth in the analysis, which is desirable in qualitative research (Silverman, 2013:33). Purposeful sampling techniques were used. This means that the choices made regarding the units of analysis, cases, material and persons have been informed and consciously made (Flick, 2007, p. 6). First of all, the choice to focus on a tour operator was made due to the recognition of this actor's potential of having a large-scale impact over CSR in the entire tourism industry due to its strategic position on top of a long supply-chain (Dodds & Joppe, 2005). Moreover, the case, Apollo, was selected since it a) operates in many different institutional environments and therefore is believed to be subject to varying institutional forces b) is one of the three largest tour operators in Sweden c) has a CSR agenda consisting of various efforts and practices, which provide for a broadened scope of material to analyze.

The study has a deductive character and takes its point of departure neo-institutional theories of organizational change. In qualitative research of this kind, social theories does not necessarily have to be too rigid, but helps the researcher to organize the study. The theories have consequently been applied as theoretical filters and analytical tools, or as Silverman (2013:39) calls it; "kaleidoscopes". That means that they have guided the focus of the study, what material have been looked for and how this has been analyzed. The weaknesses of using a deductive approach is that it pre-determines and restricts what the researcher will "see". Using an inductive approach would probably lead to other insights and open up for different understandings. However, recognizing that theory-neutrality is impossible as long as there is a researcher with some ready-made pre-assumptions that will affect the content of the study no inductive-character claims will be made. However, caution has been taken to not over-theorize the study and efforts have been made to achieve balance between the theories and the empirical material.

4.3 Data collection methods

Data collection methods involved review of previous research on CSR and sustainable tourism, interviews and examination of documents related to the case and its work with CSR. The sample of data is thus based upon both primary and secondary data.

4.3.1 Previous research

The review of existing research was carried out previous to definition of the research problem and designing of the study. Books, academic journals and electronic publications constitute the main sources. Only peer-reviewed material has been used and a critical approach was undertaken towards all material.

4.3.2 Electronic websites and documents

The data collection process has involved review of physical documents such as ethical guidelines, policies, standards, sustainability and assessment reports, voluntary performance schemes, codes of conduct as well as other kinds of schemes that capture the tour operators CSR efforts. Reviews have also been made of electronic websites such as that of the case, its mother company, as well as those of CSR-related stakeholders and collaboration partners. Apollo has a platform called "A sustainable travel" (Apollo, 2015c) where much information can be found regarding their history, how they are working with sustainability, which strategies are employed and so forth. These were the key sources for answering the first part of the research question relating to what Apollo's CSR agenda consist of and how it is constructed.

4.3.3 Qualitative interviews

Semi-structured interviews were carried out with CSR officials at Apollo and Kuoni for the purpose of responding to the second part of the research question; why the tour operator shape their CSR approach the way they do. Interviewing is a preferable technique when we want to acquire subjective perspectives, experiences and beliefs from people that are expected to possess certain knowledge about the topic of study (Kvale & Brinkmann 2009: 1). This method was hence deemed as a suitable complement to the documents and the electronic sources, as it yielded valuable subjective knowledge that could not be extracted from any of the other sources. An open-ended questioning technique was employed, since that allow for more open and comprehensive reflections from the respondents. All interviews were recorded and transcribed in order to facilitate the analysis and increase the validity of the data.

Three respondent interviews were made, two at Apollo and one at Kuoni. The first interview took place at Apollo's main office in Stockholm on the 23th of March, 2015. The respondent was the CSR and Communications officer and the interview session lasted for about 80 minutes. The main issues covered were how Apollo is working with sustainability, how it all started and when and how it has evolved within the firm and why (see Appendix I). The second interview

was carried out over Skype on the 13th of April, 2015 and lasted for about 70 minutes (see Appendix II). The respondent was the same CSR-official at Apollo which participated in the first interview and the purpose was to return to some of the topics already contemplated and identified as extra relevant for the research area. The interview hence covered areas related to the firm's reasoning behind the shaping of their CSR approach. That is, why they have chosen to adopt certain strategies, what influences and motivates their decisions, what kind of demands they perceive, what benefits or negative consequences they perceive and so forth.

A third interview was carried out with a CSR official at Kuoni's CSR department (see Appendix III). It took place over Skype on the 13th of April, 2015 and lasted for 70 minutes. The areas addressed were related to the function of the group with regard to CSR, how strategies and agendas are shaped, whether work with sustainability is enforced, Apollo's role in the group on CSR matters and relationships between the business units etc.

The sample of interviewees from Apollo reflects the relatively small size of this tour operator; the CSR department only consist of two persons. The reason why the interviews were carried out in two rounds was to assure the collection of relevant data. The first interview yielded background information about the case which then facilitated the formulation of specific and suitable questions for the second interview. The opportunity to return to the same respondent made possible the achievement of in-depth information of particular areas of interest about the case under study.

4.4 Methods of analysis

4.4.1 Text analysis: qualitative content analysis

Text analysis in the form of qualitative content analysis has been used to analyze the data and provide answers to the research questions. This method helps to make a systematic and analytical description of the content of a text, as it provides guidance on how to look at and treat the material (Bergström & Boréus, 2012: 50). The analytical tools consist of a set of questions that the researcher pose to the text and a set of codes with help of which the material can be classified (Esaiasson et al., 2012: 216).

At first, the data generated from interviews and documents was examined with attention paid to phenomena that could provide answers to the questions. Due to the nature of the study, the codes were then developed successively in an interactive process between primary and

secondary data, including the neo-institutional theoretical debate. This means that they got specified both with help of the empirical data and the theories. As the codes were specified they got organized into an analytical framework. This then served as a tool to analyze the data as it specifies the indicators for each of the codes. However, the dialogue between the different kinds of material and sources continued till the very end as the analytical construct was changed throughout.

This kind of progressive determination of the analytical tools stands in contrast to another common approach which is to pre-define a set of categories that then are sought for in the text. However, using his approach risks "coloring" the research by over-influencing what the researcher finds. The analytical framework that was employed is specified in the next chapter.

4.5 Limitations and delimitations

A first limitation of the study concerns its methods. Three interviews have been carried out, two with one of the CSR-officials working at Apollo and one with a CSR-Official at Kuoni. The intention was to carry out additional interviews with other employees at Apollo, in order to achieve more variety in the responses and enhance the possibility to triangulate the information. However, due to internal customs this was not possible. Yet, this problem has been compensated for through the employment of extra careful triangulation techniques with the text documents, interview material from Kuoni and electronic sources. Moreover, it has also been compensated for in other ways, since it gave opportunity to carry out two extra-long and profound interviews with the one person at the firm who has expert knowledge about the issue.

Due to limits in time and scope of the research, certain delimitations have been made regarding its focus. These are made in order to achieve research depth rather than wide coverage. First of all, the study does not attempt to trace all the drivers behind firms' decisions to work with CSR. That would require a more comprehensive study approach, inclined to capture factors both internal and external to the firm operating at multiple levels, as the literature review witness about. Rather, it has a more narrow focus and aims to explore how one particular factor affects the shaping of the CSR approach of a firm. It is also delimited in the sense that it does not capture the entire spectra of corporate social responsibility but concentrates on the social part of it.

4.6 Quality, transferability and ethics

As adviced by Kvale (1995: 22), research validity has been sought for with the help of repetitive checking, questioning and theoretical interpreting of the material used. For example, only peer-reviewed sources are employed and an active interaction between the empirical material and the theories has been going on throughout the entire research process. That has served as a way to achieve a balance the influence of the theoretical framework on the practical findings. Another way of achieving validity is to make the study process as transparent as possible, for which attempts have been made to carefully explain the methodology, the use of theoretical and analytical frameworks as well as the study's limitations.

As regards interviews Kvale (1995: 22) points out that it is important that the researcher examines what she is envisioned to investigate, meaning that she poses appropriate questions to suitable stakeholders so that the phenomena under study gets captured. Accordingly, caution was taken when the interviews were carried out, recognizing that the CSR officials may be restricted with what information they want to share to the public. This relates to that the topic under study is ethical behavior of firms, which generally is a very sensitive subject. Therefore, the interview guides were carefully designed and tested on other respondents before used in the real interview situation. The full scope of the research was for the same reason not revealed beforehand. The interviewees have also for ethical reasons been treated with confidentiality.

In order to increase the validity of the empirical material, triangulation techniques were employed. As suggested by Mikkelsen (2005: 349), data was collected from different sources so that comparisons could be made and findings contrasted against each other. Combining methods in this way is a way to overcome the limitations of using one single method and thereof a strategy to increase the reliability of the findings (Flick, 2002: 16). For example, combining these methods made possible that information on certain CSR practices drawn from interview data could be backed up with the help of policy documents, and therefore validated. The material from the interviews was also contrasted against each other, and statements and explanations were cross-checked in order to assure internal consistency. It was also taken into consideration that firms' have interests in presenting a "good image", for which a decision was taken to only include CSR components and practices for which the actual implementation can be proved in the analysis.

Qualitative research typically do not strive for generalizations (Flick, 2007: 9), and neither do this one. That is, the findings are not expected to be directly transferable to other tour operators

or tourism industry businesses as such. This is due to the fact that all firms are different and hence behave differently. However, the research sheds light on an area broader than the particular focus of the study. This means that it contributes with insights that can be withdrawn and transferred to other similar settings, for example how institutional environments can be created and reproduced. Next chapter presents an overview of the case and its work with CSR.

5. Corporate Social Responsibility at Apollo

This chapter provides the background information about the case and its work with CSR. It starts with a description of Apollo and how it is inter-related with its mother company; the Kuoni Group within the domain of CSR. The second part of the chapter provides an answer to the first sub-question by explaining the shape of the current CSR agenda and what different components it consists of.

5.1 Background

5.1.1 Description of the case: Apollo

With around 400 000 travelers per year and 200 employees, Apollo is the third biggest tour operator in Sweden (Apollo, 2015b). The company was founded by Fotios Costoulas in 1986 and driven as a family business providing travels from Sweden to Greece. The firm ceased to be owned by the Costoulas family in 2001 when it was bought by Kuoni Holding Ltd (Apollo, 2015a). The tour operator now works as a subsidiary business unit of the Kuoni group which is a Switzerland-based provider of services to the international travel industry and governments. Its activities are centered on global travel-, travel services distribution, visa providing and tour operating, including hotel-, accommodation- and land- and transportation services, tours and activities (Kuoni, 2015). Apollo, together with its Finnish Norwegian and Danish counterparts as well as the airline Novair, belongs to the Nordic part of the group called Kuoni Nordic. Incorporated into the group are also the tour operators Falk Lauritsen, Golf Plasir, Lime Travel, Krone Golf and the adventure park Playitas at Fuerteventura in Spain. The turnover for the entire Nordic group is 803 million USD/year and Mats Dahlquist is the name of the current manager.

Apollo offers travels to countries all around the world, of which twenty are located in Europe, ten in Asia, five in Africa, another five in the Americas and one in Oceania. Among the most popular tourist destinations can be found such as Greece, Turkey, Croatia, Spain, Cyprus, Thailand, Jordania, Tobago and Cuba (for a complete list see Appendix 1). Apollo is the tour operator with the largest offerings of package holidays in Sweden (Apollo, 2015b). Apart from that they also provide cruises, flight tickets, round travels, hotels, work-out and exercising trips, boat hikes as well as group and conference travels.

5.1.2 CSR at Apollo and the Kuoni group

Efforts and practices that fall under the category of corporate social responsibility have taken hold at Apollo since it was bought by the Kuoni group in 2001 (Apollo, interview 1). The firm has no instigated CSR department, motivated by the fact that they recognize the importance of integrating a sustainable way of thinking in all kind of decision-making. In its place, two officials are working with corporate sustainability at management level; one officer which is responsible for CSR and communication, and another employee who works part-time with CSR-related issues.

Kuoni's Group CSR Strategy is the framework within which all work with corporate social responsibility matters at group level is assembled. The agenda change every three years and the present one which has been employed since 2013 is about to change during 2015 (Kuoni, interview 1). It is worked out by the central board of directors at Kuoni's headquarters in Zurich. As of now, the strategy consist of six core areas; employees, human rights, sustainable products, natural environment, stakeholder management and sustainable supply chain management (Kuoni, 2015c). Kuoni follows a management framework called 'the phase model' when these areas are worked out (Kuoni, 2014c). This model implies that the mapping and priority setting of CSR topics is based on stakeholder dialogues carried out in so called wider and inner stakeholder consultation circles. Inner stakeholders are members and employees at all levels within the Kuoni Group; the central board of directors, corporate responsibility (CR) officials from the business units, CR ambassadors and other officials. External stakeholders are such as international, national and local NGO's, investors, experts, suppliers, consultants, and international organizations. The priorities of these stakeholder groups are weighed against each other and those areas where interests coincide are identified and taken into consideration when Kuoni's Group CSR strategy is created. The strategy is also built on a range of international conventions, codes of conduct and sustainability charters. Among these can be mentioned The UN Global Compact, The Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and ECPAT's Code of Conduct (Kuoni, 2014c).

Apollo partakes in the stakeholder consultations for the development of Kuoni's Group CSR strategy as an internal stakeholder. They also participates in the 'CR steering group' which is a committee that gathers twice a year (Kuoni, 2014c). This group consist of representatives from Kuoni's business units, core group functions as well as external CSR specialists. The purpose

of the committee is to plan for CSR strategies and activities that concerns the entire group, as well as review performances and make sure that the Group CSR strategy is aligned among the business units. This is a platform where Apollo can exchange experiences and best practices with other participants and give inputs to the board of directors and thereof contribute to the central CSR objectives.

5.2 The shape of Apollo's CSR agenda

Human Rights	Sustainable Supply Chain Management
• Kuoni Suppliers' Code of Conduct, 2008 • Statement of Commitment on Human Rights, 2012 • ECPAT - The Code, 2001 • Collaboration with SOS Children's Villages, 2004	• Kuonis Suppliers' Code of Conduct, 2008 • Travelife Sustainability System 2009

(Table 2. Summary of the social components of Apollo's CSR agenda (Apollo, 2015c))

The CSR approach employed at Apollo has been strategically divided into four core areas. These are Human Rights (HR), Climate Change, Sustainable Supply Chain Management (SSCM) and Sustainable Products (Apollo, 2015c). As this research is concerned with the social aspect of CSR, the activities linked to social sustainability, corresponding to the categories of Human Rights and Sustainable Supply Chain Management have been singled out for the purpose of analysis. Table 2 contain a summary of what Apollo is working with within these

two areas. Moreover, short descriptions of each component is provided below (see Appendix IV for more complete information).

5.2.1 Kuonis Suppliers' Code of Conduct

Kuonis Suppliers' Code of Conduct (KSCC) was first developed in 2008 by the Kuoni group together with external stakeholders such as experts, consultants and NGO's (Kuoni, 2014a). It consists of six areas of sustainability and ratification of the policy is required by all Apollos suppliers.

5.2.2 Statement of Commitment on Human Rights

The Statement of Commitment on Human Rights (SCHR) was created by Kuoni's board of directors together with internal and external stakeholders in 2012 (Kuoni, 2014b). The document establishes that the group will respect and promote human rights through leading by example.

5.2.3 ECPAT - The Code

ECPAT is an international NGO working against sexual exploitation of children. The organization was created after a world congress hosted by the Swedish government in Stockholm in 1996 (ECPAT, 2006). The Code, which is a guideline consisting of six measures aimed at helping tourism businesses to protect children was the result of this congress (The Code, 2015a). It was ratified by Apollo in 2001.

5.2.4 Travelife Sustainability System

Travelife is an accreditation body directed towards tourism industry enterprises to make their operations more sustainable (Travelife, 2015). Two different certification systems are provided, one for tour operators and travel agents and another one for hotels and accommodations. Apollo works with both; they achieved the status of being Travelife Certified as a Tour Operator in 2014 and they have been using the certification for Hotels & Accomodations to assure sustainability among some of their suppliers since 2009.

5.2.5 Collaboration with SOS Children's Villages

SOS Children's Villages is an international organization giving family-based childcare to children who lack biological families in order to meet their needs of growing up in safety (SOS

Children's Villages, 2015). The collaboration was initiated in 2004. Apollo donate 1 million SEK per year to a SOS village in Phuket. This money funds a kinder garden and three SOS families in the village. In the next chapter it will be analyzed how these components have ended up at Apollo's CSR agenda.

6. Institutional arrangements and Apollo's CSR agenda

This chapter provides answers to the second sub-question of what institutional arrangements affect the shaping process of the social aspect of Apollo's CSR agenda and why. The analytical tools are used in order to assess the empirical material and trace the institutional forces and pressure mechanisms that influence Apollo to engage in certain practices and activities in order to take on social responsibility.

6.1 Regulative forces set the framework of the CSR agenda

A CSR-officer at Apollo states that "*sustainability was definitely not the highest prioritized issue by the former manager of the firm*", and explains the change of ownership in 2001 as the starting point for the firms work with corporate social responsibility (Apollo, interview 1). Since that occurrence, the corporate strategies to address social responsibility issues are explained to have developed steadily. Kuoni's Group CSR strategy serve as a guiding framework for Apollo's work in this domain, which means that they is encouraged to design their own corporate strategy for sustainability by taking point of departure in the core areas of this agenda (Kuoni, interview 1). Hence, Apollo's CSR framework is carried to the tour operator by regulative forces within the relational system which binds Apollo and Kuoni together (Scott, 2001).

The previous chapter provided that Kuoni's CSR framework consist of six core areas; employees, human rights, sustainable products, natural environment, stakeholder management and sustainable supply chain management (Kuoni, 2015). Figure 2 shows where these issue areas originally stem from and how they have been elaborated into a CSR framework. They have thereafter been transferred to Apollo and caught up in their CSR strategies. Or in Czarniawska & Joerges (1995) words, the figure shows the travel route of the ideas; how they have arrived at Kuoni, become edited into a CSR agenda and thereof acquired objectified label-like forms. Thereafter they have travelled further to Apollo where they have been edited into a new such agenda consisting of four slightly different labels.

The study focuses on the translation of two of these objectified ideas, Human Rights and Sustainable Supply Chain Management. What activities and efforts Apollo choose to employ within each of these areas as the labels are de-packaged is their own free decision and for that they need no approval of the central board of Kuoni (ibid.; Kuoni, interview 1). This chapter is

concerned with the factors affecting how Apollo choose to translate these labels. That is, how they operationalize into concrete strategies and activities. Therefore, the following sections set out to trace the institutional forces that impact the shaping process of the social part of the tour operators CSR agenda.
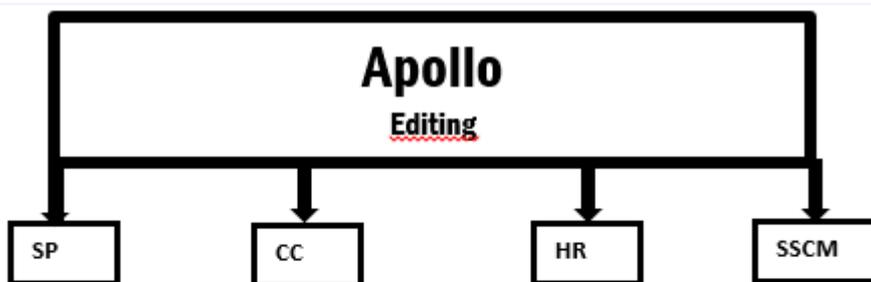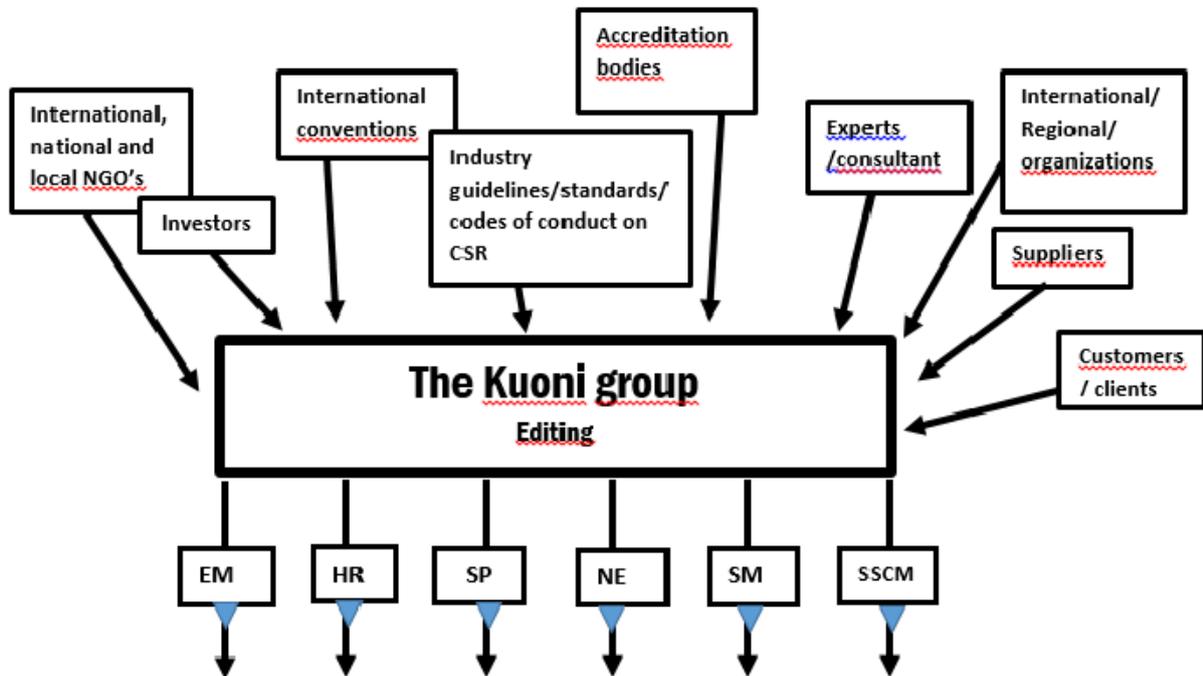
(Figure 2. The travel of the core ideas of Apollos CSR framework)

6.2 Isomorphic pressure forces the adoption of Kuoni's policies

Two of the policies included in the 'SSCM'-pillar of the CSR agenda are the KSCC and the SCHR These are standards applicable to all Kuoni group members and thus serve as minimum requirements for the business units' work with CSR issues. Apollo is therefore actively encouraged to implement these policies, and Kuoni's CSR department regularly provide information and learning tools aiming to facilitate their implementation. Thus, coercive institutional forces embedded in the relational system carry these policies to Apollo (Scott, 2001)

However, working proactively with CSR is neither obligatory nor enforced. Kuoni do no check-ups among the units and have no enforcement mechanism exerting punishment for non-compliance. Yet, Apollo's reliance upon Kuoni as a daughter unit leads to that they feel required to address these sustainability issues. A CSR official states that: "*it is not as if something would happen if we wouldn't work with sustainability and implement these standards, since they are informal requirements. However, disregarding these issues would be no alternative, it simply would not be possible.*" (Apollo, interview 2). This statement shows that whether formally enforced or not, Apollo feel obliged to show commitment to these principles. This points at the coercive pressure mechanisms at play in the relationship between Apollo and its mother company, which make non-compliance seem non-viable (DiMaggio & Powell, 1983).

Why that is so can partly be explained by the fact that Kuoni actively seeks to issue isomorphic pressure over the business units within the corporate responsibility domain (ibid.). According to a CSR-official at Kuoni, her department struggles to achieve a, as she calls it "consistent image" throughout the whole group in terms of sustainability issues. She states that:

> "*To avoid a situation where Kuoni acts in a bubble, we need to bring all the business units on board in our work with sustainability*". Moreover, she states that "*...the Supplier Code of Conduct and the Statement of Commitment on Human Rights are basically like recipes of the company that get directly translated into every business unit or daughter company that is incorporated into Kuoni*" (Kuoni, interview 1).

These statements encircle the role of Kuoni's CSR department in transmitting the company's values on responsibility principles to Apollo. In Sevón's (1996) words, they spur imitation of

certain models through broadcasting standardized ideas to the group members. The metaphor used by the official is of special importance since it clearly reflects the travel-of-ideas concept (Czarniawska & Joerges, 1995). What the respondent refers to is that these standards contain packaged ideas as well as methods on how they can be de-packaged and translated. The purpose of editing the ideas into such standardized and objectified forms tend to be to facilitate their dispersal (Sahlin-Andersson, 1996). That is, it is a strategy that encourages imitation since the standards easily can be broadcasted to the different business units, and then translated by these in their local contexts.

What is more, when control mechanisms monitoring compliance are lacking, compliance with the coercive forces tend to rely on the authority of the actor that issues the standards (Scott, 2001:53). The perceived authority of Kuoni is captured in the statement that "*the central board of Kuoni have certain targets which they want the units to fulfill, so it is a matter of complying with their desires*" (Apollo, interview 2). In other words, Apollo recognize their responsibilities of responding to their mother company's demands of integrating sustainability principles into their operational procedures. From a neo-institutional perspective, Apollo's interests of complying with these coercive forces are directly linked to their interest of being seen as a legitimate actor by the Kuoni group (Scott, 2001: 58).

However, regarding why it is important to fulfill the expectations of Kuoni, a CSR official at Apollo states that: "*it is important if we want to be able to impact the direction of the work that is centrally managed at Kuoni*" (Apollo, interview 2). Thus, one expected gain is to achieve more influence over the CSR-related work within the group. This commentary points at that the relationship between these two actors within the domain of CSR is not only a matter of top-down coercive institutional pressure. Apollo also reveal a willingness of contributing to the work that is employed at central level. Why that is so will be further contemplated in the next section.

6.3 Normative and cultural-cognitive pressure affect the content of policies

Apollo's translation of Kuoni's sustainability principles cannot only be explained as being a result of top-down isomorphic forces. That is revealed by the fact that Apollo themselves together with their Nordic counterparts played an important role in the very creation of one of

Kuoni's standards, the SCHR (Apollo, interview 2). They also contributed to the editing process of the current version of the KSCC. This casts light over the parallel operation of additional institutional pressure mechanisms which affect the way Apollo act.

The reasons for why Apollo saw a need of creating a Statement of Commitment on Human Rights was that they felt that there was a missing component in the backbone of their CSR agenda. An official (Apollo, interview 2) states that: *"[...] in instances of controversies or when we are about to discuss with experts or NGO's, such a document yields certain legitimacy"*. Thus, a policy on human rights was expected to provoke credibility. The official motivates this need stating that: *"there was a change of emphasis regarding sustainability issues in our part of the world"* (ibid.). By that she refers to a normative shift in the societal debate in Sweden and to some extent in other Nordic countries. Apollo's employees had perceived that the public discussion had developed from being centered on environmental issues such as the damaging effects of airfare and emissions of CO_2 to a questioning of the sustainability of all-inclusive forms of travelling. Then, out of that had grown a distress for other social aspects such as the working conditions at hotels and disrespect for employees within the tourism industry.

Against this background, the official (ibid.) states that: "[...]*we felt a need to for one part show that we understood our role in that discussion, that we realized the existing problems, and we could through our position do what we were capable of so that human rights got respected*". Thus, Apollo felt pressured to show that they understood their responsibilities. In other words, the engagement in dialogues with experts and NGO's triggered cultural-cognitive pressure from these (Scott, 2001). Apollo realized that to be seen as a legitimate tour operator they should be able to back up their statements and actions with a credible policy document. The institutional pressure were thus carried by the relational system and linked to their role in society.

This pressure consequently triggered Apollo to act in accordance with a logic-of-appropriateness (March, 1981). This refers to that they acted in accordance with their arbitrary role in that particular situation. Consequently, Apollo lobbied for the creation of a policy document on Human Rights within Kuoni's steering committee, which subsequently together with some other factors led to that the SCHR policy was created.

Furthermore, in a similar way have Apollo contributed to the content of the KSCC. A clause on animals' rights issues was added to the standard in 2014, partly due to pressure from this tour operator (Kuoni, interview 1). Apollo petitioned this topic in the steering committee since it had grown in importance among their own customers and employees during the preceding 3-4

years. The clients' concerns for animals' welfare in the destination areas was taken notice by Apollo mainly through their customer feed-back forms sent out to clients after completed vacations. But it was also an issue raised by society at large, heard from NGO's, in debates and from the media. When a CSR-official motivates the need to incorporate an animal's rights issue into the document due to the existence of *"[…] a cycle of opinions that was in circulation"* (Apollo, interview 2), Apollo's sensitivity towards societal norms is revealed. In other words, customer demands gave rise to normative and cultural-cognitive pressure (Scott, 2001). This was carried by the symbolic and relational systems in the form of expectations from stakeholders and clients. The pressure was thus linked to Apollo's role and responsibilities as a tourism enterprise to not contribute to exploitation of animals.

Hence, both examples provided above show how the tour operator responds to institutional pressure stemming from the local context within which it is based. The responses involved translating ideas and norms into objectified ideas (Czarniawska & Joerges, 1995; Sahlin-Andersson, 1996). That is, ideas were picked from the societal debate objectified into the concepts of 'Human Rights' and 'Animals Rights'. After the ideas had got packaged in this way they were carried by Apollo to Kuoni, where they got packed up. In the case of 'Human Rights-ideas', these got included in the editing process of a new standard; the SCHR. The ideas included in the 'Animals Rights-label' got edited into an already existing framework, the KSCC.

Thus, normative and cultural-cognitive pressure from the local context trigger Apollo to take on the role as a carrier and send away ideas to travel within the field (Czarniawska & Joerges, 1995). Furthermore, as these two documents constitute guiding policies for the entire Kuoni group, once they are incorporated into the machinery they get automatically 'broadcasted' to the rest of the group members, i.e. to institutional contexts all over the world (Sahlin-Andersson, 1996).

Regarding the reasons for why Apollo chose to respond to the pressure by bringing these concerns to their mother company, a CSR-official at Apollo states that they strive to make their work with CSR issues integrated and focused (Apollo, interview 1). This means that they are in favor of the implementation of regulatory guiding documents directed towards the core business structure rather than employing random and detached projects.

6.4 Locally embedded norms steer the focus of the agenda

The motives behind Apollo's adoption of The Code provides another example of this tour operator's responsiveness towards normative pressure exerted from field participants from the locality (Scott, 2011). Apollo state on their website that protection of children is the most prioritized issue in Apollos work with sustainability (Apollo, 2015c). The reason for that is that it is the issue considered most important among Apollo's customers and personnel force. A CSR-official motivates the focus on children with the fact that a growing empathy use to be the result when travelers and employees have come in contact with suffering children in destination areas. The tour operator hence feel a need to canalize their willingness to do something about it. These ideas and concerns are mainly carried to Apollo through customer evaluation forms or orally, which have resulted in that this issue has reached the top on the priority list over possible CSR undertakings. Once again, Apollo shows sensitivity towards normative pressure carried by the symbolic system, in the form of values and expectations among customers (Scott, 2001).

The tour operator's implementation of The Code further underlines their responsiveness towards societal norms (Scott, 2001). It also reveals cultural-cognitive forces they feel exposed to due to their role as an actor within the tourism industry. When the CSR-official (Apollo, interview 1) narrates the background story behind the implementation of the standard she explains that concerns had been raised in South-East Asia regarding the way tourism may have harmful impacts on children. However, what triggered Apollo to act was that a societal debate started to blossom also in Sweden, as a consequence of the release of a book named "Rosario is Dead" by MajGull Andersson (1989). The book sheds light on the relationship between the tourist sector and the prostitution industry in the Philippines. The official states that: "*it reaches a point where we understand that we neither can nor want to be held accountable for certain things, for which we feel that we must act and take on our responsibility* […]". (Apollo, interview 1).Thus, Apollo felt pressured by the societal debate to take action. Moreover, the official states: *"*[…] *the risks of not doing anything is that we acquire a bad reputation. In the end, caring for the corporate image and the reputation is a strong driving force" (ibid.)*. Hence, Apollo felt a need to act in order to maintain a legitimate status, which in turn was driven by instrumental concerns.

Consequently, this debate triggered the tour operator to carry with them ideas and norms to the World Congress against the Commercial Sexual Exploitation of Children held in Stockholm in

1996 (Czarniawska & Joerges, 1995). That is, an event involving Swedish public authorities, industry partners and competitors, NGO's and international organizations and more (ECPAT, 2015). At the conference, Apollo contributed to the editing of an industry standard aimed at self-regulation of tourism enterprises, in order to address children's need for protection (Sahlin-Andersson, 1996). The result of the congress, The Code, is a standard consisting of translated, edited and objectified versions of some of the ideas picked from the societal debate with which Apollo had taken off (Czarniawska & Joerges, 1995). In other words, the ideas were hence travelling back again to their place of origin, in somewhat modified versions.

In sum, normative and cultural-cognitive forces, in the form of values, and linked to the expected behavior of an actor such as Apollo have made them show commitment towards children's rights issues (Scott, 2001). It has also triggered the participation in a cross-sector collaboration for the creation of industry regulatory policies.

6.5 Normative pressure from standards impact on activities and policies

Apollo's ratification of The Code issued by ECPAT led to that a collaboration with SOS Children's Villages was initiated in 2004 (Apollo, 2015c). To address the procedural aspects of the operationalization of the Code, Apollo shall be able to show in practices and procedures that they are committed to counteract exploitation of children (ECPAT, 2015). Thus, this standard was translated into a cooperation initiative with an NGO working with protection of children (Czarniawska & Joerges, 1995). Recognizing that standards are sets of norms packaged into frameworks means seeing these as sources of normative pressure on their own (Brunsson & Jacobsson, 2000, Scott: 2001). In other words, institutional pressure exerted in the form of standardized ideas from ECPAT explain why Apollo is cooperating with an NGO of this kind.

The translation of the standard show how ideas are adapted to fit the cultural and societal context in which they touch down (Czarniawska & Joerges, 1995). Evidence for why this particular activity and organization was chosen is found on Apollo's website, where it is stated that SOS Children's Villages is a legitimate and credible organization guided by core values which are shared by this operator (Apollo, 2015c). A CSR official at Apollo states that the cooperation is a good way to show their commitment to children's rights issues in a concrete way. And furthermore: "*Since SOS Children's Villages is a very recognized organization with*

a credible image it is a way for us to use their brand together with our own, which has a positive effect" (Apollo, interview 2). Hence, Apollo have chosen to operationalize the Code with an activity that is expected to be normatively valued in the local area. In other words, as they respond to normative pressure from stakeholders they seek to do this in a way that is expected to satisfy those who issue the demands.

Moreover, norms and values from The Code can also be traced in the SCHR. Among all the topics it covers, three areas are presented to be extra prioritized (Kuoni, 2014b) . One of these issues is children's rights, involving protection from trafficking, sexual explotation and child labour related to tourism. These ideas clearly reflect the content of The Code, and constitute further evidence of how normative institutional forces spread both within the firm and the organizational field.

In sum, norms regarding the responsibility of the tourism industry to fight child trafficking, carried in an industry standard are translated into a collaboration initiative with a children's rights NGO (Czarniawska & Joerges, 1995). The ideas that this artifact contain can also be traced in internal policies. Thus, the translated ideas continue to travel within the firm and alter the intra-firm institutional environment (Czarniawska & Joerges, 1995).

6.6 Mimetic pressure impact on CSR-related choices and strategies

Apollo's response to the circulating ideas on the harmful relationship between tourism and child trafficking reveal that mimetic pressure contribute to the translating process (Czarniawska & Joerges, 1995; DiMaggio & Powell, 1983). As explained in the previous section, the tour operator's reaction to the pressing public debate involved joining forces with a range of stakeholders such as the Swedish government, ECPAT, industry partners and competitors including tour operators such as Fritidsresor and Ving. This was made in order to work out a joint strategy. Working together as a branch was motivated by the "[…] *pleasant feeling of being united and not have to stand alone, but to be able to show a united front*" (Apollo, interview 1). Thus, Apollo felt a need to turn to actors with whom they identify and come together as a branch to prevent that their services got misused for exploitative purposes. That is, among many available responses they chose to act in consistence with other tour operators, or in DiMaggio & Powell's (1983) words, to perform mimetically to the other actors in the field. The example thus lends support to these authors (ibid.) view of mimetic pressure, that in

situations of uncertainty firms are prone to turn to other similar actors which have similar roles in order to get an idea of how they should to act.

Furthermore, Apollo's adoption of Travelife Sustainability System for Hotels was driven by a desire to classify their hotels in terms of sustainability to facilitate for customers who demand responsible alternatives (Apollo, interview 2). In other words, normative pressure in the form of customer expectations incentivized the initiative (Scott, 2001). But as the citations provided below point out, there were also mimetic institutional pressure involved (DiMaggio & Powell, 1983). A CSR official (Apollo, interview 1) stated that: "*at that time the entire branch felt a need to use a standardized and simple way of ordering their hotels*". The respondent is answering the question in terms of "the entire branch", which reveals Apollo's feeling of interconnectedness with branch peers and sensibility towards what others are doing. Morover, among many different alternatives such as ISO and other standards, the official (ibid.) states that: "*Travelife stood out as a recognized standardized way of classifying hotels which made it possible to easily communicate to customers that this is the way we look at these questions* […]*".* This example confirms the assumption that when there are many circulating ideas on how a certain issue can be solved, firms are prone to go for what is currently normatively affirmed and appreciated, or in other words fashionable. These example furthermore constitute clear indicators of the structuration of the organizational field, as it reveals what kind of actors Apollo turn to when they feel pressured to act but are insecure of how. It also casts light on the mimetic institutional forces operating within the field, which influence Apollo's behavior (DiMaggio & Powell, 1983).

In sum, both examples reveal the ongoing organizational field structuration process and some of the actors who participates in it (ibid.) They also shed light on mimetic pressure mechanisms carried by the relational system of the field, in relations between the actors such as NGO's, accreditation bodies and tourist enterprises. Next chapter goes on discussing some of the topics and areas raised in this analysis.

7. Discussion

This chapter discusses and analyzes the findings related to the two sub-questions with the purpose of seeking an answer to the general research question. It takes its point of departure in how the social aspect of Apollo's CSR-agenda has acquired its current shape and draws several conclusions on what institutional arrangements affect the shaping process.

7.1 The structuration of an organizational field

By paying attention to where Apollo's CSR components originate from and why they are implemented, it has been possible to discern a system of relations and processes. The research consequently sheds light upon the structuration process of an organizational field which unites a set of actors around the topic of CSR and sustainable tourism practices (DiMaggio & Powell, 1983). Apollos participation in this field stretches about a decade and a half back in time – since it was bought by its current owner. Their involvement in the field is evidenced by the facts that they are engaging and exchanging information more frequently with a range of internal and external stakeholders on the topic. The key actors that have been identified and with whom regular interaction occurs are such as Kuoni Group members, NGO's, consultants, experts, investors, customers, competitors/ other similar tour operators focused on charter travelling, Travelife Accreditation Body, ECPAT, International organizations and public media.

Several indicators of the field-structuration process have been revealed. For example, Kuoni's steering group constitutes an example of a platform where structuration processes occur regularly. The business units meet to address CSR-issues and unite around this issue, despite the diversity regarding business forms and national adherence. The group's habitually held stakeholder dialogues involving group members and a range of external actors is another such meeting point. Furthermore, the Swedish signatory parties of The Code meet twice a year in order to discuss topics and strategies related to child trafficking which is an indicator of an exchange of information with industry partners in the local context. Moreover, another example of the structuration process is that during the past few years the tour operating branch has been scrutinized by the Swedish organizations Fair Travelling (Schyst Resande, 2008), Fair Trade Center and SwedWatch (2008) (Apollo, interview 1). These inspections have led to that tour operators get together afterwards in order to share experiences and come up with common guidelines for the sector as such.

In sum, all these actors constitute examples of participants in the structuration of the field. As shown in previous paragraphs, the field-structuration results in the creation of inter-organizational relationships, establishments of collaboration initiatives and formation of partnerships of different kinds (DiMaggio & Powell, 1983). It is thereby revealed that Apollo has a network of sources and actors to which they relate and therefore can turn to in case they need inspiration or guidance on matters of CSR. A first general conclusion drawn is therefore that:

1) *Participation in the structuration of an organizational field affects the shaping of the CSR agenda.*

Next paragraph provide a summary over some of the main findings on how institutional pressure generated within this field affect Apollo's work with CSR.

7.2 Macro-level institutional forces within the field

7.2.1 Complying with pressure in pursuit of legitimacy

The previous chapter explained how each of the CSR components corresponding to social responsibility has ended up at Apollo's sustainability agenda and why. It was possible to give a theoretical explanation to this with help of DiMaggio & Powell's (1983) theory of institutional isomorphism which establishes that institutional forces pressure firms to act in certain ways. Since the adopted CSR components could be linked to certain triggers or motivational factors, it was possible to trace the forces which stand behind their implementation. Yet, it deserves to be repeated that all three kinds of institutional elements work simultaneously and do not exclude each other (Scott, 2014: 56). However, as have been shown, one or two of these forces may be dominant in different kinds of situations. Through employing this analytical tool, a few important conclusions related to field-level institutional pressure could be drawn. The empirical findings have been summarized in the form of a table (Table 3). This clarifies the triggers, carrier system, carrier, institutional force and institutional pressure mechanisms involved in the implementation of each of the analyzed CSR components (Dimaggio & Powell, 1983; Scott, 2001).

Table 3. Macro-level institutional forces involved in the shaping of the agenda

Trigger	Carrier system	Carrier	Inst. force	Inst. pressure	Component	Implemented
Public debate	Symbolic	Expectations	Normative	Normative	ECPAT/ The Code	2001
	Relational /symbolic	Identity/ Category	Cultural-cognitive	Mimetic		
The Code	Artifact	Standard	Normative	Normative	SOS Children's Villages	2004
Kuoni demand	Relational	Governance system	Regulative	Coercive	KSCC	2008
Customer demand	Symbolic system	Expectation	Normative	Normative / Mimetic	Travelife	2009
Kuoni demand	Relational	Governance system	Regulative	Coercive	SCHR	2012

(Table 3. Macro-level institutional forces involved in the shaping of the agenda)

7.3 Micro-level institutional forces within the field

7.3.1 Beyond compliance with pressure

However, it can be argued that the information in Table 3, which has been generated with help of DiMaggio & Powell's (1983) theory of institutional isomorphism and Scott's (2001) analytical tools of institutional forces and carriers yields a somewhat one-sided view. It does not capture the whole dynamic that was revealed in the analysis. That is, this perspective is apt for explaining the organizational responses to certain pressures, but Apollo shows many signs of not just being complying with demands, but rather taking an active stance towards CSR undertakings. Table 3 reflects the weaknesses of this way of viewing the firm in the way that the CSR components are situated in the end of a chain of events that are explained to lead to their adoption. Thus, the components become seen as they are all just taken in due to the operation of different pressures.

This reflection is made as a result of the employment of an additional analytical tool, the travel of ideas-metaphor by Czarniawska & Joerges (1995). Through the use of this construct, a more comprehensive view over the workings of institutions was created; capturing micro- and intra-firm dynamics. Its focus on ideas as carriers of institutions brought the attention to the origins of the ideas behind the CSR components, their movements from one setting to another, and how they are edited and translated by different actors. This led to some important insights regarding the shaping of Apollo's CSR agenda. It was shown that institutional pressure does not only make Apollo comply with demands and expectations, but rather take on an active role in every step in the process. Thus, they assist in the creation, formulation, implementation of CSR-related policies, standards and activities within the organizational field. They collaborate with their mother company, NGO's, consultants, international organizations and so on. In other words, it was shown that:

2) *Normative and cultural-cognitive pressure from the local area make Apollo act as a field-level institutional entrepreneur*

At first, it was shown that normative pressure from customers, carried through the regular customers' communication instruments, together with cultural-cognitive pressure generated in the contact with NGO's and through media resulted in that Apollo acted as a field-level institutional carrier. Thus, they picked up, translated and objectified certain ideas and norms and sent these upwards to their mother company (Czarniawska & Joerges, 1995). As a consequence, normative and culturally embedded beliefs stemming from a Swedish societal context are reflected in guiding policies of the Kuoni group (eg. the KSCC and the SCHR). Moreover, once the norms get incorporated into Kuonis machinery they get broadcasted to the rest of the group members around the world through isomorphic pressure (Sahlin-Andersson; DiMaggio & Powell, 1983). Hence, the example shows that institutional pressure made Apollo set norms in circulation through bottom-up processes (ibid.).

Secondly, such pressure has also triggered the participation in a cross-sector collaboration. It was shown that the societal debate triggered the tour operator to carry with them ideas and norms to an international conference in Stockholm where they contributed to the editing of an industry standard (Sahlin-Andersson, 1996). This confirms the finding by Dashwood (2012) that institutional pressure in the form of societal norms trigger firms to engage in the creation of sector-wide codes of conduct. Thus, rather than just acting in conformity with the pressure,

Apollo embraced or absorbed this normative viewpoint and actively sought to bring it forward to others within the institutional environment.

This research therefore acknowledges the long-standing critique that has been forwarded by other scholars that the concept of organizational isomorphism treat the firm as a passive receiver of institutional forces, and does not take into consideration the agency of the firm itself (Roy & Suddaby, 2010). Thus, it places emphasis on how processes of institutional pressure lead to organizational homogeneity, at the expense of mechanisms that lead to organizational variety and heterogeneity (Wooten & Hoffman, 2008: 134).

A more accurate explanation for Apollo's behavior in relation to the shaping of their CSR agenda can therefore be drawn from the literature which takes into consideration the agency of the firm (Oliver, 1991; DiMaggio & Powell, 1991). The results point at that Apollo, rather than solely responding to expectations and requirements is an active field participant in the field-structuration process. In other words, they act as an institutional entrepreneur (DiMaggio & Powell, 1991). This concept is apt for describing Apollos role in the field since their proactive stance towards CSR influences the regulative, normative and cultural-cognitive institutional dimensions of the field. Hence, they contribute to shaping the field logic. This confirms the arguments about the important role that tour operators can play in affecting the entire tourist sector (Budenau, 2007; Tepelus, 2008; TOI, 2003).

7.3.2 Learning along the way

Moreover, by tracing the movement of ideas, it has also been shown that:

3) *Normative pressure provokes changes in the internal institutional environment which stimulates intra-firm learning on CSR issues*

Normative pressure from industry standards explain the implementation of other CSR-related activities and affect the content of internal policies at Apollo. Thus the impact of norms from translated industry standards can be traced within the firm, as in what efforts Apollo choose to employ. In other words, the translated ideas continue to travel within the firm and alter the intra-firm institutional environment (Czarniawska & Joerges, 1995).

This finding is compatible with insights made by researchers such as Vilanova et al. (2009), who argue that implementation of sustainability policies in itself serve as a trigger for further engagement with CSR, since it stimulates intra-firm learning. Another example is research

made by Dashwood (2012), who showed that increased institutional pressure for CSR within the mining sector make firms actively trying to improve their sustainability measures. This in turn was shown to stimulate intra-firm learning which leads to that the firms develop interests of partaking in the creation of sector-wide normative and regulative frameworks.

Thereof, what motivates Apollo to act as a field entrepreneur can be linked to insights from the literature recognizing the importance of the internal environments of firms and intra-learning processes for CSR outcomes (Van Wijk et al., 2013). Learning can be seen as the result of changes in intra-firm institutional arrangements, or in Scott's (2001) words, carrier systems of institutions.

To provide some examples in the case of Apollo, it was shown that the adoption of The Code led to that a collaboration initiative with Swedish SOS Children's Villages was initiated, and norms and values form this standard can also be traced in the content of policy documents (The SCHR and KSCC). Moreover, the instigation of CSR-officials have had clear impact on the internal environment of the firm, due to the normative forces carried in the system of routines. Not the least has it led to a steady development of sustainability awareness among employees at Apollo during the past few years (Apollo, interviee 1). Another example is the collaboration initiative with Travelife, which has led to institutional regulative changes. This has consequently resulted in quite comprehensive modifications in the standard operating procedures, as the standard contains 200 sustainability criteria which have to be fulfilled (Travelife, 2014). Hence, these examples point at that changes in the internal institutional environment stimulates intra-firm learning on CSR issues. A consequence of this is that operational changes are made, new CSR components are adopted, current approaches are modified and so forth. In sum, based on the empirical examples, it can be argued that institutional pressure which has the capacity to lead to influential intra-firm institutional alternations that stimulate internal learning have an effective impact on the shaping of the CSR agenda. Related to this, a hypothetical conclusion can be drawn that:

4) *The parallel workings of external and intra-firm institutional forces may explain Apollo's active stance towards CSR and their role as an institutional entrepreneur.*

Moreover, an additional hypothetical reflection can be made regarding the intra-learning process. By looking at how Apollo present themselves before stakeholders it can be seen that they see themselves as a pioneer within the field. On their webpage it is stated that: "*We envision ourselves as the leading force within the sector when it comes to contributing to a more*

sustainable way of travelling" (Apollo, 2015c). Taking into consideration that about 15 years ago Apollo had not even created for themselves a CSR-related identity, it becomes clear that the workings of institutions change also the identity of the firm (March, 1981). Since an identity comes with expectations on how one is about to behave, it can be assumed that Apollo perceive themselves to be increasingly expected to alter their CSR approach. This consequently turns into a spiral; institutional pressure stimulate intra-firm learning which in turn affect Apollo's identity and assumed role. This alters the expectations and demands exerted on them (or their perceptions of being pressured) which incentivize behavioral changes. An expected result can be that the CSR agenda develops along the way.

The next section concludes the discussion by highlighting some important observations made regarding the field boundaries which set the limits for the workings of the institutional pressure mechanisms described throughout the chapter.

7.4 The boundaries of the field

A final conclusion will be made in relation to the boundaries of the field. It can be noticed that it includes stakeholders from a local, regional and to some extent international level. However, as far as the social aspects of Apollo's CSR agenda is concerned, there is nothing that witness about field-participation of representatives from Apollo's destination areas. In practice, their relative exclusion from the field means that there are no established ways for institutional forces to diffuse from local actors to the tour operator. Hence, other than coercive forces stemming from national law systems, as well as random ideas picked up from destination personnel and mediated to Apollo's central board, there are no established flow of ideas from locals and domestics. In other words, Apollo receive very modest levels of institutional pressure regarding CSR-related issues from the places where their operations are based. A conclusion drawn is therefore:

7) The relative exclusion from the organizational field of actors from destination areas is reflected in the agenda.

 Thus, the social aspect of Apollos CSR agenda is shaped mainly by institutional pressure stemming from the areas where they are headquartered, but not so much from their destination countries. In the following chapter, the conclusions will be summarized and tied together.

-52-

8. Conclusions and future directions

This chapter aims to close the research by highlighting and contrasting the study findings as well as link these to the existing debates.

The aim of the study

The study was set out to explore the impact of institutional forces on the shaping of a CSR-approach of a tour operating firm. The tourism sector lags behind other sectors as regards sustainability measures and more socially responsible operational procedures and practices have been requested by the international development community. The research therefore sought to find answers to the question: *How do institutional arrangements for socially sustainable tourism affect the shaping of the CSR agenda of a Swedish tour operator?*

This was done by an examination of the Swedish tour operator Apollo's current CSR agenda as to explore how it is shaped, what institutional arrangements have affected and are affecting the shaping process as well as why this impact occur.

The findings

As the social components of Apollo's CSR agenda were scrutinized, several key insights on how institutional arrangements affect the shaping of this framework of strategies were drawn. Below is a summary of the main conclusions:

1) *Participation in the structuration of an organizational field affects the shaping of the CSR agenda.*

The firm is engaging and exchanging information more frequently with a range of internal and external stakeholders on the topic of CSR and sustainable tourism. This gives rise to Apollo's exposure to pressures which affect the strategies and practices employed.

2) *Regulative forces and coercive pressure from the mother company explain the shape of the CSR agenda and implementation of some of the guiding policies.*

Apollo's mother company actively seeks to issue isomorphic pressure over the group members as a way to achieve consistency of CSR-related work within the group (DiMaggio & Powell). Institutional coercive pressure therefore affect the general framework of Apollo's CSR agenda. It regulates which areas Apollo should stick to and thereof the orientation of all their work with sustainability. It also force them to implement certain guiding policies.

3) *Mimetic pressure affect what alternatives and strategies Apollo choose when they have identified a need to alter their CSR agenda but are uncertain on how to do so.*

The tour operator tend to mimic other similar tour operators in the domestic area which have the same kind of services when they feel that they have to demarcate that they realize their responsibility to act but are insecure of how. This leads to that they follow local societal trends and fashions.

4) *Normative and cultural-cognitive pressure from the local area steer the focus of the content of the agenda and internal policies.*

Norms and culturally embedded contingencies at play in the local area are having the most visible impact on Apollo's CSR agenda. Its focus on activities and strategies aiming to address children's rights reflects the preferences and expectations of their customers. The content of guiding policy documents mirrors values and demands generated in the local societal context.

5) *Normative and cultural-cognitive pressure from the local area make Apollo turn into a field-level institutional entrepreneur*

Apollo has been shown to embrace normative viewpoints generated in the locality and actively bring these forward to other actors within the organizational field through bottom-up processes. Institutional pressure consequently make them employ a proactive approach towards CSR and act like an institutional entrepreneur which influences the regulative, normative and cultural-cognitive dimensions of their institutional environment.

6) *Institutional pressure provokes changes in the internal institutional environment which stimulates intra-firm learning on CSR issues*

Adoption of CSR practices which lead to changes in the regulative, cultural-cognitive and normative environment within the firm was shown to stimulate intra-firm learning. Thus implementation of practices, both provoked by and constituting examples of institutional alterations has visible intra-firm impact. It has effects on the creation, implementation and modifications of other CSR-related activities and policies.

7) *The parallel workings of external and intra-firm institutional forces may explain Apollo's active stance towards CSR and their role as an institutional entrepreneur.*

The findings point at that institutional pressure which has the capacity to lead to influential intra-firm institutional alternations that stimulate internal learning contributes to that CSR

evolve within the company. This can consequently be seen as a reason for why Apollo take on the role as an institutional entrepreneur.

8) *The relative exclusion from the organizational field of actors from destination areas is reflected in the agenda.*

The social aspect of Apollos CSR agenda is shaped mainly by institutional pressure stemming from the areas where they and their mother company are headquartered, but not from their countries of operations. That is explained by the fact that there are no established mechanisms through which destination-country actors can exert institutional pressure over Apollo that motivates them to act or conform to demands.

Theoretical implications

Several relevant theoretical insights can be drawn from this case study regarding the impact of institutional forces on the shaping of CSR appraoches. At first, the case is highly sensitive towards normative pressure generated in the local area where they are headquartered. This reinforces the argument of the role played by operational contexts for CSR outcomes (Nin Hoo & Wang, 2012; Young & Thyil, 2014). Moreover, normative pressure emerging from customer relations was shown to be a dominant factor influencing the social sustainability agenda of the tour operator. Responsiveness towards these stakeholders is consequently motivated by a desire to be seen as legitimate. This is mirrored in the magnitude of Apollo's answers to demands from this particular stakeholder group and the extent to which values and expectations of these are reflected in the current CSR agenda. This finding confirms an already well established viewpoint among CSR scholars (Bansal & Roth, 2000; Haddock-Fraser & Tourelle, 2010; Brower & Mahajan, 2013). However, proving the importance of the local societal context and legitimacy-among-customers-factor for CSR undertakings by tour operators are insights of importance to tourism research. This is due to the fact that the sector still is not very explored in this regard. These findings also bring useful empirical insights to the so far relatively non-existent research base on CSR in the Swedish tourist sector.

Moreover, it was also shown that relations with industry competitors - mainly other tour operators, the mother-company and group members, and interactions with the civil society, and stakeholders from the local societal context give rise to pressure that exert dominant influence over the shape of the CSR agenda. These findings demarcate the usefulness of the organizational-field concept for the study of CSR, including within tourism research. By

employing this analytical construct, it was revealed that the establishment of relational systems and networks clearly prompts CSR undertakings, as it stimulate the emergence of institutional pressure and adds channels through which pressure mechanisms are conveyed. Apollo's CSR agenda evidently reflects the interests and preferences by the actors with whom they interact on a regular basis, the stakeholders mentioned above being the most prominent. Hence, values and desires by those who have no established mechanisms of engaging with Apollo on sustainability matters are decent from their CSR agenda. A remark was made that this particularly counts for actors from the destination countries.

Moreover, the findings show that an important aspect to take into consideration when assessing determinants of CSR-efforts is that institutional pressure stimulate intra-firm learning. Thus, it was shown that standards, practices, roles and procedures adopted due to institutional pressure gave rise to several intra-firm institutional alterations, which led to developments of the CSR approach. Moreover, a relationship could also be drawn between intra-firm learning processes and the evolvement of Apollo's identity and view of themselves. With an identity as a pioneer follows expectations of behaving as such, which can be seen as a trigger of advancements in the CSR domain.

The important role that NGO's and social movements can play in stimulating learning could also be affirmed. It was shown that engagement with such actors through cross-sector collaborations fuel the creation of relationships, meeting platforms and exchange of ideas. This insight is of relevance for scholars interested in social movements and organizational changes (Van Wijk, 2013).

Hence, these observations lend evidence to that field-level institutional pressure shapes the actor, its perceptions, identity, role and behavior (Hoffman, 2008: 142). The case under study can be seen as growing in its role as a responsible firm. It has been shown how they have evolved from having no CSR-related practices towards taking a proactive stance and making efforts to alter the normative logic of their entire institutional environment. This finding is important for scholars in the sense that it can help to adjust future research focuses. That is, in assessments of drivers for CSR, approaches and theoretical perspectives capable of capturing intra-firm institutional processes should be considered.

This observation is also of importance for the emergent literature branch on CSR within the mass tourism industry, since it underlines the potential of the tour operator. It shows that they, by working proactively with CSR issues can contribute to altering the norms on corporate

sustainability within the sector. This confirms some recent findings on this subject (Budenau, 2007; Tepelus, 2008).

At last, the study findings contribute to the neo-institutional literature by reinforcing the critique towards viewing the firm as a passive receiver of demands towards which they feel pressured to conform (Roy & Suddaby, 2010; Wooten & Hoffman, 2008: 134). Thus, as more elaborately discussed in the previous chapter, DiMaggio & Powell's (1983) model of organizational isomorphism was shown to be insufficient in capturing the whole dynamic of Apollo's responses to institutional pressure.

Policy implications

The study results are of importance to policy makers within the domain of CSR, standardizers, industry actors and civil society actors such as NGO's as they highlight some areas where a firm of this kind is sensitive towards external demands. Of extra importance are the observations that collaboration initiatives, platforms, industry partnerships, conferences etc. can play essential roles for tour operators to take on more social responsibility. By appealing to the effects of intra-group pressure mechanisms, industry guidelines and codes-of-conduct can be designed as to stimulate the knitting of relations between industry actors.

Future directions

This study sheds light on the relative exclusion from the field of actors from destination areas. Therefore, suggestions for future studies would be to make empirical assessments of obstacles to- as well as triggers for field-participation on matters of CSR by local stakeholders. It is also important to further assess cross-sector collaboration initiatives, and the role played by normative pressure exerted from social movements and NGO's in particular.

The study findings are limited in the sense that they are highly case-specific, and cannot be generalized to other firms in one piece. However, as light has been shed upon macro- and micro-level processes that have similar workings on all kinds of entities, whether firms, corporations, organizations or others, many of the conclusions can be transferred to other cases operating in similar institutional environments.

To sum up, this study highlights that important developments of CSR within the tour operating sector is underway, both in a Swedish and a European context. Several actors from various

sectors, public as well as private are participating in the creation and managing of institutional arrangements aimed at making global mass tourism more sustainable. As usually heard among CSR proponents; it seems as if CSR is here to stay. In order to increase the adherence of tour operators to this paradigm, it might be a good idea to pay attention to how to bring these on board in the very creation of strategies and instruments. For that, a shift of focus is needed from how to make firms *responsive* towards demands and pressure, to how to stimulate incentives and motivations to be a part of the process of the development of CSR.

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Interviews

Interview 1: CSR- and Communications official at Apollo. 23/03/2015

Interview 2: CSR-official at Kuoni. 13/04/2015

Interview 3: CSR- and Communications official at Apollo. 13/04/2015

Appendix I
Interview guide 1: Apollo

Introductory questions

What is your name?

What is your position?

What is your educational background?

For how long have you been working at Apollo?

CSR – general questions

For how long have you been working with CSR?

- Why was the work initiated?
- How has it evolved since then? Steadily/slowly?
- What are the main developments that have occurred?

How many people are working with CSR-related issues at the company?

- When were the CSR-officials instigated?
- For how long have you been a CSR-official?
- What kind of changes have you experienced as regards the significance of CSR-related issues at the firm since then?

Do you have a CSR-department?

- Where is this located?
- How are decisions related to CSR taken, by whom?

How is the mentality in general at the firm regarding CSR?

- Are there any obstacles?
- Has this changed throughout?
- How is the engagement/attitude etc. of the manager?

How would you describe the integration of sustainability-thinking within the firm?

Shaping the CSR agenda

At your web-page there is a platform called "A sustainable travel"

- Does that include all your work with CSR?
- It is divided into four core areas, why this division?

How were this core areas determined and defined?

- Do Apollo decide which areas to address, or do you depend on any other actor in this regard?
- How free are you to design your CSR agenda in accordance with internal preferences, and what is determined by external actors?
- Influence of personnel/customers?

How do you prioritize between different working areas?

- Which factors are important to consider?

- Eg. Weight of social vs. environmental issues?

Why do you have stakeholder dialogues?

- How are these carried out?
- Which are the stakeholders?
- How do you identify key stakeholders?
- What impact does these have for the CSR outcome?

Towards which stakeholder does Apollo have a responsibility?

- Which are the most influential stakeholders which you would listen to?
- Why?
- How do you prioritize among stakeholders?
- Where do the stakeholders come from? Sweden/Regional actors/ international actors/ actors from destination areas?

What kinds of collaborations do you participate in within the area of CSR?

- How are these established and why?
- In what ways do they influence your work in this domain?

How much do you know about what other firms do in terms of CSR?

Are you engaged with any other firms/travel sector businesses/other when it comes to CSR issues?

- Why? How often? In what ways? Relative importance?

Why did you choose to call your CSR platform "A sustainable travel"?

- Why this concept and what does it stand for?

CSR – policies

What legal frameworks regulate Apollo's behavior in the responsibility domain?

- National level/international/local/destination areas?

To what extent do you employ standards/codes of conduct and industry regulatory mechanisms?

Could you tell me more about Travelife and why you are working with this accreditation body?

- When was the collaboration established?
- Why?
- What changes has it given rise to?
- Obstacles or positive effects? Among customers/suppliers/personnel?

Appendix II
Interview guide 2: Apollo

Kuoni – Apollo & CSR

Could you explain the picture in the Kuoni Corporate Responsibility Charter showing the central board of Kuoni and the roles of the business units in the CSR domain?

Could you tell me more about the Kuoni steering group – function?

- How are you participating in this conference? How often? When? Where?
- What is your role in the committee?
- Do you consider yourself to have an influential position? Listened to?
- What is the evidence of this?

Is there any legal document between Apollo and Kuoni establishing your required commitments when it comes to CSR, or if not, how is the work enforced?

How often are the core areas changed?

- Do you change your activities every time these are changed?
- What happens if you do not address these areas?

What does the annual strategic plan include?

The CSR agenda

Can you confirm that the core areas of Human Rights and SSCM consist of following activities?

Kuonis Suppliers' Code of Conduct (2008)

Statement of Commitment on Human Rights (2012)

ECPAT - The Code (2001)

Cooperation with SOS Childrens Villages (2004)

Kuoni Suppliers Code of Conduct (2008)

Travelife (2009)

Could you provide me with background stories between each of the components that you are working with,

- as regards why they were employed?
- what purposes do they fill?
- How have they been selected?
- What affects the selection process?
- How were these activities/practices identified? When did you first hear of them? (carriers)
- How compatible where they with the objectives of Apollo?
- Have you experienced any obstacles/benefits as regards their implementations?

Translation

- How are each of them operationalized?
- How do you transfer these components to your suppliers/customers?
- What kinds of structural impact have they had over Apollo's operations in general? And large-scale changes?
- How are they enforced? Compliance monitored?
- Are all of the components valid for all your operations or are there any differences between suppliers/regions etc?
- Have you experienced any negative or positive feedback by those affected by these policies/practices?
- What has been working well? Bad?
- Are activities/standards modified/altered/changed? How often? Why?

Organizational field

In what ways have incorporation into the kuoni group changed your work with CSR?

- Why and how?

Would your work with sustainability look different if you were still owned by the former owner?

- Why? How?

How often do you collaborate/interact with the other Kuoni business units?

- Do you ever change experiences? Best-practices?
- Is it important to you what other business units are doing in terms of CSR?
- How do your work with CSR compare to these?
- How is Apollo seen within the group?
- How do you envision yourself within the group?

How often to you interact with actors outside of the kuoni group on CSR issues?

- Which actors?
- Why?
- What importance does this have to you?
- Some positive effects/negative effects?
- How do you envision yourself among these actors?
- What do you know about the CSR strategies that they employ?

What NGOs are you interacting with?

- How do they contact you?
- For what reasons?
- How is your relationship?

In what ways do you interact with actors from your destination areas?

- How does interaction occur?
- How do they influence your work with CSR?
- How are their intersts reflected in your CSR agenda?

What stakeholder group is of outmost importance to you when you have to prioritize between different demands?

Pressure and impact

You mentioned in the previous interview that childrens right is most important issue to you

-   Why is that?
-   How did you identify this as an important issue?
-   Was this something that was recently identified, or a long-standing issue?
-

Can you tell me more about your collaboration with ECPAT, and in what ways it influence your standard operating procedures?

You mentioned in the previous interview that you were promoting the animals rights issue in the steering group, why?

-   How did you identify this as an important issue?
-   Was this something that was recently identified, or a long-standing issue?
-   How was it met by the Kuoni group?
-   What were the benefits of integrating the issue into the Suppliers code of conduct?

What do you do when you receive demands from stakeholders that fall outside of the core areas that you work with?

-   What sets the limits for what activities and efforts that you can employ?
-   Which demands you can fulfill?

CSR budget

How is the budget shaped and by whom?

What is prioritized?

You mentioned in the previous interview that what is ecologically right is always economically right, are there some instances when this is not true? What do you choose to do then?

Appendix III
Interview guide 1 Kuoni

Name:

Position:

Employment date:

The CR Management Framework

CSR - general

- How important is the CSR issue at Kuoni?

- How does Kuoni want to envision itself in the corporate sustainability realm?

- How important is it that Kuoni group members (tour operators) envision themselves alike?

- How is the CSR issue developing among your group members (tour operators) in general?

- What role has Kuoni had in this?
- To what extent is it possible to discern changes in companies' corporate sustainability approaches after their incorporation in the Kuoni group?
- What is the responsibility of Kuoni in making group members (tour operators, eg. Apollo) taking up more corporate responsibility?
- How do you encourage these to improve their corporate sustainability performance?
- What methods are effective/ ineffective? Etc.

- In what ways do your members influence Kuoni's work within the CSR domain?
- Could you tell me more about why you chose to include the Animals rights issue in Kuonis Suppliers Code of Conduct?
- How did Apollo influence this action?
- When the idea of working with animals' rights was first presented to Kuoni, what was the reaction of the board of directors and other members of the group?

- Could you tell me more about why you decided to ratify the ECPAT?
  - Did Apollo play any role in this?
- In what ways do your members influence each other when it comes to CSR strategies?
- Do you actively encourage exchange of experiences, best practices etc?
- Do members of the Kuoni group use each other as sources for inspiration etc?
- Is any member taking up a leading position in this realm?

- What are the consequences if group members do not adapt their CSR approach to current ideals within the group?
  - Do companies that are in the forefront receive any benefits or rewards (indirectly or directly)?
  - Do companies which lag behind obtain any negative consequences (directly or indirectly)?

- Can you see regional/national differences when it comes to attitudes towards CSR among your members?

- What is meant when reference is made to non-financial business "risks"?
  - What may these risks be?
  - Eg. what may be the risks for your members (Apollo) to not employ relevant CR-related practices?

Kuoni Code of Conduct

  - How is it enforced?
  - Is compliance monitored in some way?

- Violation of the Kuoni Code of Conduct will result in disciplinary action.
  - What is meant by disciplinary action?

- How are these guidelines created, changed and how often?

Kuoni Supplier Code of Conduct

  - How is it enforced?
  - Is compliance monitored in some way?

  - How are these guidelines created, changed and how often?

Statement of Commitment on Human Rights

- Why was this statement created? What function does it have?
  - Is it expected to create changes in the operational procedures of your group members?
  - How is it enforced?
  - Is compliance monitored in some way?

The phase model

- When defining the core areas for work within the CSR realm at Kuoni, how do you do the:

  - Mapping of CR topics?
  - Priority setting of CR topics?
  - Definition of core CR areas?
  - Determine Projects and initiatives for each CR area?

- Reviewing of projects and initiatives?

- For example:

- who is consulted?
- How are "collaborative dialogues" carried out?
- What/whom determines what areas are of importance?
- Which do you consider to be your main stakeholders in this regard?
- Which voices are prioritized?
- Which are not as much listened to and why?
- What influence do your suppliers (eg. Apollo) have in this process?

- How often do the core areas change?

- Are Kuonis group members obliged to work with the core areas?
- How is this work enforced?

- Among your current core areas, Apollo is working with only four of these: Supply chain management, Human rights, Sustainable products and Climate change.
- Why only these four?
- How free are the business units to decide upon what they want to do within these areas?
- Do they have to consult you on any matter?

Appendix IV
List of Apollo's destinations during 2015

Europe	Asia	The Americas	Africa	Australia
Albania	United Arab Emirates	Dominican Republic	South Africa	Australia
Bulgaria	India	Cuba	Mauritius	
Cyprus	Indonesia	Mexico	Marocko	
Denmark	Jordan	Trinidad and Tobago	Cap Verde	
France	The Maldives	The United States	Egypt	
Greece	Oman			
The Netherlands	Singapore			
Italia	Sri Lanka			
Croatia	Thailand			
Lithuania	Vietnam			
Malta				
Montenegro				
Portugal				
Switzerland				
Spain				
Great Britain				
Check Republic				
Hungary				
Turkey				
Germany				

Source: Apollo, 2015d.

Appendix V

List of Apollo's CSR components

Kuonis Suppliers' Code of Conduct

Kuonis Suppliers' Code of Conduct (KSCC) was first developed in 2008 by the Kuoni group together with external stakeholders such as experts, consultants and NGO's. The current version stems from 2014 (Kuoni, 2014a). It consists of six areas of sustainability; 1) compliance with applicable law 2) environment 3) human rights and labour conditions 4) sexual exploitation of children & adolescents 5) local sourcing and benefiting communities and 6) monitoring & enforcement.

Apollo directs this standard towards their suppliers such as hoteliers, cruise ship operators and excursion providers, and ratification of the policy is required. The policy is used as a way to set the minimum requirements for sustainability efforts among units in their supply chain. It also legitimizes their right to take action in case breaches are made. The code of conduct is signed in the moment of contraction, and then once every year when contracts are renewed. This system leads to that compliance gets monitored once a year, before new contracts are issued. Yet, the principal mechanism measuring obedience among hotels is the Travelife Sustainability System for Hotels and Accommodations, which is explained further down.

Statement of Commitment on Human Rights

The Statement of Commitment on Human Rights (SCHR) was created by Kuoni's board of directors together with internal and external stakeholders in 2012 and the current version stems from 2014 (Kuoni, 2014b). The policy is also based on a range of international conventions, policies and standards. The document establishes that the group will respect and promote human rights through leading by example. They moreover commit to prevent involvement in and respond to human rights abuses and prioritized areas are such as labor rights, the rights of the child and due diligence. The standard is automatically transferred to Apollo's suppliers from the moment of contraction and compliance is monitored with the help of Travelife Sustainability System.

ECPAT - The Code

ECPAT is an international NGO working against sexual exploitation of children. The organization was created after the 'World Congress against the Commercial Sexual Exploitation of Children' hosted in Stockholm by the Swedish government in 1996 (ECPAT, 2006). The Code, which is a guideline consisting of six measures aimed at helping tourism businesses to protect children was the result of this congress (The Code, 2015a). The document was developed by ECPAT Sweden together with the United Nations World Tourism Organization and Swedish tour operators, including Apollo. It was ratified by Apollo in 2001 and in 2004 The Code started working as a non-profit organization.

The Code consists of six steps that Apollo as a signatory partner must fulfill. These are *1) to establish a policy and procedures 2) train employees 3) include a clause in contracts 4) provide information to travelers 5) support, collaborate and engage stakeholders and 6) to report annually* (The Code, 2015b).

To address these principles, 1) Apollo have established a policy against trafficking of children and initiated a collaboration with SOS Children's Villages, 2) Destination Managers attend yearly meetings which address ethical issues, and all recently employed travel agents are trained in sustainable development and issues of children's rights. They furthermore use to highlight the issue of children's rights during the workshops and employee training sessions that are held about three times a year, 3) Kuoni's Suppliers Code of Conduct which all Apollo's suppliers are abided to sign contain a clause regarding sexual exploitation of children and adolescents is included, 4) Apollo provides information about ECPAT, its mission, the Code and how to prevent sexual exploitation of children on their website under the headline "A sustainable travel"; at the hotels there are guides, folders and internal newsletters which contain information about the topic; information is also provided during welcome meetings, in brochures, travel catalogues and at ticket covers 5) Apollo is collaborating with the criminal police in Sweden in order to endorse denouncements, and 6) Apollo reports annually to the International Secretary for The Code (Apollo, 2015c).

Travelife Sustainability System

Travelife is an accreditation body financed by the European Union (EU) created by and directed towards tourism industry enterprises. The organization's outer purpose is to make tourism businesses more environmentally, economically, and socially sustainable (Travelife, 2015). The body hence issues industry standards and guidelines working as self-regulating mechanisms of

firms. Two different certification systems are provided, one for tour operators and travel agents and another one for hotels and accommodations. Apollo works with both; they achieved the status of being Travelife Certified as a Tour Operator in 2014 and they have been using the certification for Hotels & Accomodations to assure sustainability among some of their suppliers since 2009.

The certification for tour operators is divided into three different steps, whereby the Travelife Certified Status is the highest in the rank (ibid.). To maintain this status Apollo is committed to comply with standard consisting of 200 different criteria of sustainability measures (Travelife, 2014). The criteria relate to themes such as labour practices, cultural impacts, water and waste management, ecosystem conservation and health and safety. The standard is based on international codes of conducts and guidelines and compliance is monitored every two years by an external auditor.

The Travelife Certification for Hotels involves a program of step-by-step measures that Apollo's suppliers shall fulfill. As of now about 100 of their hotels are Travelife members and have achieved this cdertification (Apollo, 2015e). Besides working as a tool for quality assurance, the certifications is a way to assure compliance with Apollo's sustainability standards as set out in the KSCC as well as a way to communicate to customers which hotels are considered socially and environmentally responsible.

Collaboration with SOS Children's Villages

SOS Children's Villages is an international organization giving family-based childcare to children who lack biological families in order to meet their needs of growing up in safety (SOS Children's Villages, 2015). The collaboration was initiated in 2004. Apollo donate 1 million SEK per year to a SOS village in Phuket. This money funds a kinder garden and three SOS families in the village.