

**Green Marketing towards Sustainable Tourism
Emerging Opportunity and Challenges: The Case of
Mashhad**

Parirokh Basiri

Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
March 2014
Gazimağusa, North Cyprus

Approval of the Institute of Graduate Studies and Research

Prof. Dr. Elvan Yılmaz
Director

I certify that this thesis satisfies the requirements as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Mehmet Altınay
Dean, Faculty of Tourism

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Master of Science in Tourism Management.

Assoc. Prof. Dr. Habib Alipour
Supervisor

Examining Committee

1. Prof. Dr. Hassan Kilic

2. Assoc. Prof. Dr. Habib Alipour

3. Assoc. Prof. Dr. Guven Ardahan

ABSTRACT

The tourism industry has evolved into a formidable and dynamic sector that legitimizes a systemic approach to its structure and development. Its impact and influences as a social and economic force has been registered in various ways, especially, in the context of environment and sustainability discourse. There is ample evidence of positive and negative environmental impact of tourism, as well as, influencing the process and objectives of sustainable development. The ‘sustainability’ concept has been embedded in tourism industry’s dynamism in order to reduce the negative environmental impact of so called the number one industry in the world. Numerous mechanisms and planning techniques have been developed and designed to address these issues. As a system of production and consumption, various strategies and policies have been formulated in the context of marketing, operation, customer, consumer and production. This study aims to focus on ‘Sustainable Supply Chain Management’ (SSCM) within the tourism industry as a relational and practical management approach towards achieving transformation of its institutions , organizations and operations in the process of consumption and production towards upholding the principles of sustainability. The assumption is that SSCM, as a model, has the potential to contribute to the sustainable tourism planning as well as greening the industry that is also known as Green Marketing (GM). However, green marketing, as a mechanism, is embedded in the SSCM. This study aims to examine the state of SSCM and GM in the city of Mashhad (i.e., the most popular tourist destination in Iran) by focusing on operators and experts who are involved and are knowledgeable on tourism. The factors and dimensions of SSCM are identified based on relevant theories and literature. To achieve the study’s aims, a

qualitative research method based on in-depth interviews has been applied. The assumption is that SSCM and GM have yet to become a practical policy in the case of Mashhad; therefore, such an effective policy process remained unutilized. This not only handicaps the process of sustainability, but rather it hampers the competitiveness of the destination in the future.

Keywords: Sustainable Supply Chain Management (SSCM); Green Marketing (GM); Tourism planning and development; Sustainability and Environmental impact; Mashhad, Iran.

ÖZ

Turizm sektörü meşrulaştırılan yapısı ve gelişimine sistemik bir yaklaşımla zorlu ve dinamik bir sektör haline gelmiştir. Sosyal ve ekonomik bir güç olarak etkileri çeşitli şekillerde, özellikle çevre ve sürdürülebilirlik söylem bağlamında, tescil edilmiştir. Turizmin yeterince olumlu ve olumsuz çevresel etkilerin delilleri ve yanı sıra, süreci etkileyen ve sürdürülebilir kalkınma hedefleri vardır. 'Sürdürülebilirlik' kavramı, dünyada sözde bir numaralı sektörünün olumsuz çevresel etkilerini azaltmak amacıyla turizm sektörünün dinamizmine katıştırıldı. Bu sorunları gidermek için tasarlanan pek çok sayıda mekanizma ve planlama teknikleri geliştirilmiştir. Üretim ve tüketim sistemi olarak, çeşitli stratejiler ve politikalar pazarlama, operasyon, müşteri, tüketici ve üretim bağlamında formüle edilmiştir. Bu çalışma, sürdürülebilirlik ilkelerini korumak, doğru üretim ve tüketim sürecindeki kurum, kuruluş ve faaliyetlerinin dönüşümü sağlamaya yönelik bir ilişki ve pratik bir yönetim yaklaşımı olarak turizm sektöründe 'Sürdürülebilir Tedarik Zinciri Yönetimi' (SSCM) odaklanmaya hedeflemektedir. SSCM, bir model olarak, sürdürülebilir turizm planlamasına katkıda bulunarak aynı zamanda Yeşil Pazarlama (GM) olarak bilinen sanayi yeşillendirme potansiyeline sahip olması varsayılmaktadır. Bununla birlikte, Yeşil Pazarlama, bir mekanizma olarak, SSCM'ye katıştırılmıştır. Bu çalışmanın amacı İran'da en popüler turistik yer olarak bilinen Meşhed kentinde, SSCM ve GM durumunu inceleyerek turizm bilgisi olan operatörler ve uzmanlara odaklanılmasıdır. SSCM'ye ait faktörleri ve boyutları, ilgili teoriler ve literatüre dayalı olarak tanımlanır. Çalışmanın amaçlarını elde etmek için, kapsamlı mülakatlara dayanan bir nitel araştırma yöntemi uygulanmıştır. Varsayıma göre SSCM ve GM Meşhed'in durumunda pratik bir politika haline henüz gelmemiş olup

bu nedenle böyle etkili bir politika süreci askıda kalmıştır. Bu durum, sürdürülebilirlik sürecine handikap oluşturmalarının yanı sıra gelecekteki rekabet hedefini engellemektedir.

Anahtar Kelimeler: Sürdürülebilir Tedarik Zinciri Yönetimi (SSCM); Yeşil Pazarlama (GM); Turizm planlama ve geliştirme; Sürdürülebilirlik ve Çevresel etki; Meşhed; İran.

ACKNOWLEDGMENT

I'm deeply grateful to my supervisor Assoc. Prof. Dr. H. Alipour for his guidance, support and patient.

This thesis is dedicated to my family for their love, endless support and encouragements.

TABLE OF CONTENTS

ABSTRACT.....	iii
ÖZ.....	v
ACKNOWLEDGMENT.....	vii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
1 INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Purpose of the Study.....	4
1.3 The Significance of the Study.....	4
1.4 Research Method.....	5
1.5 Policy Implications.....	5
1.6 Organization of the Study.....	5
2 GREEN MARKETING.....	7
2.1 The Concept and Background.....	7
2.2 Green Marketing Theories.....	9
2.3 Green Consumer Theories.....	12
2.4 Green Marketing Philosophy.....	16
2.5 Conceptual Models of the Research.....	31
3 SUPPLY CHAIN.....	38
3.1 Supply Chain Management.....	38
3.2 Green Supply Chain Management (GSCM).....	43
3.3 Importance of GSCM.....	46
3.4 Current Green Supply Chain Management Practices.....	49

3.5 Barriers to Green Supply Chain Management	52
4 TOURISM AND GREEN MARKETING.....	54
4.1 Tourism Development: An overview.....	54
4.1.1 Butler’s Theory of Tourism Development.....	55
4.2 Tourism Trends	56
4.3 Evolution of Mass Tourism	57
4.4 Alternative Tourism	64
4.5 Sustainable Development.....	65
4.6 Sustainable Development and Sustainable Tourism.....	68
4.7 Sustainability in the Tourism Industry.....	74
4.8 Dimensions of Sustainable Tourism	77
4.9 Environmental Context	80
4.10 A model of Supply Chain in Tourism.....	84
4.11 Green Supply Chain Management (GSCM).....	87
5 CASE STUDY	101
5.1 Iran, a Country Study	101
5.2 The Holy City of Mashhad.....	103
5.3 History.....	106
5.4 Tourism	109
6 METHODOLOGY AND DATA ANALYSIS	114
6.1 Overview and Aim of the Research	114
6.2 Research Methodology	114
6.3 Data Analysis and Findings	117
7 DISCUSSION AND CONCLUSION.....	123
7.1 Introduction.....	123

7.2 Policy Implication	127
7.3 Limitations	128
REFERENCES	129

LIST OF TABLES

Table 1. Typical green-practices	51
Table 2. Concepts of Sustain and Develop	66
Table 3. Extended Explanations of Sustainable Development	67
Table 4. Three Aspects between Tourism and Sustainability	70
Table 5. Sustainable Tourism Guidelines	72
Table 6. Twelve Aims for Sustainable Tourism	74
Table 7. Benefits and losses of tourism in the context of environment	80
Table 8. Benefits and losses of tourism in the context of socio-culture	82
Table 9. Benefits and losses of tourism in the context of economy.....	83
Table 10. Typical green-practices	95
Table 11. Example of a categorizing/coding process	118
Table 12. Translating questions into narratives for interpretation	119

LIST OF FIGURES

Figure 1. Maslow's Hierarchy of Needs	14
Figure 2. Green Marketing Framework	18
Figure 3. Needs, wants and demands of tourists.....	20
Figure 4. Motivation and behavior.....	23
Figure 5. Dimensions of sustainable tourism.....	33
Figure 6. The conceptual model for greening the supply chain.....	37
Figure 7. Tourism supply chain	41
Figure 8. Cyclical Nature of Tourism Development over Time	56
Figure 9. Tourism trends	57
Figure 10. Dimensions of sustainable development	68
Figure 11. Value chain and supply chain comparison	84
Figure 12. The tourism supply chain	85
Figure 13. Map of Iran with Demarcation of Mashhad	102
Figure 14. Accommodation facilities, rooms and beds by rank	105
Figure 15. View of Imam Reza's Holly Shrine	106
Figure 16. Statue of Ferdowsi	110
Figure 17. Hotel accommodation facilities	111
Figure 18. Passengers entering and exiting hotels by hotel's ranking.....	112
Figure 19. Hotel apartments` room and bed	112
Figure 20. Inn accommodation facilities by rank	112
Figure 21. The distribution of passengers entering Mashhad by month.....	113

Chapter 1

INTRODUCTION

1.1 Introduction

In the last few decades people have developed a concern towards the environment and its quality not only for the present generations but also for the future generations. Their concerns have been manifested through environmental awareness, environmental activism, and participation in environmental governance through demanding laws and policies to overcome the environmental challenges. One of the growing concerns that have been shaping for a while is regarding the ‘green products’ or products that are produced based on environmentally friendly methods and principles. Within this context, ‘green marketing’ has become one of the slowly growing concepts towards upholding the demands of the consumers in one hand, and contributing to environmental ethics on another hand. As Smith (2010) stated: ‘while there have been a variety of studies on green marketing, there has been little academic research on green marketing to Generation Y, also called Gen Y or Millennials’ (i.e., Generation Y is in reference to a demographic cohort born in 1980s). The so called Millennials are insisting on reevaluation of the market behavior from being apathetic to the environment to a focus on products and marketing that respect the environmentally friendly techniques and methods in their conducts. Green marketing has also been equated with ‘sustainable marketing’, although this is not the only terminology that identifies the concept. Nevertheless, the

following definition has been influential in structuring this research process which ‘green marketing’ or ‘sustainable marketing’ elaborated as a process as.

According to Rettie et al. (2012), sustainable marketing comprises not only the marketing from commercial point of view, but also from the perspective of social and pro-environmental approaches, green services and products. Besides, sustainable behaviors are encouraged by implementing sustainable marketing. By definition, sustainable marketing is constructing sustainable interaction with buyers of good or service and trying to maintain the relationship.

The concept of ‘green marketing/sustainable marketing’ is not limited to certain sectors or economic activity; rather it can be investigated in any activity where the production and consumption of goods and services are the main part of the process. Thus, this study intended to explore the behavior of the tourism sector operators (i.e., mainly the accommodation and travel agencies) in the case of the city of Mashhad, Iran, which is one of the most visited destinations in the country as it is a revered religious site for the Iranian and international pilgrims (Aminian, 2012). This is highly justified as tourism sector has undergone under acute criticism for its environmental impact.

According to the reports published by UNWTO (2002,2004), international tourism has been developed as a major social and economic force towards modernization in developing countries , as well as a major strategic policy of development in developed countries since 1960s. De Kadt (1979) argues that international tourism has become a ‘passport to development’ around the world. However, as time passed and the positive impacts of tourism measured; tourism destinations, especially in the

less developed countries, exerted a trace of negative impacts, especially on the environment. There is ample evidence of environmental degradation, deforestation, inappropriate land use and overdevelopment for tourism purpose. This has been described by Gunn and Var (2002) as ‘ugly commercialization’ and ‘lack of quality of fit.’ Many began to doubt the real value of economic impacts considering the cost to the natural capital and social fabric of the destinations where planning and control of tourism growth were ignored and glossed over (Mathieson and Wall, 1982; Newsome et al, 2002; McKercher, 2010). Nevertheless, tourism industry and views on its processes have shifted from so called boosterism of 1950s – which was considered not sustainable – to a new approach concerning its management based on community participation and sustainable planning models (Gunn and Var, 2002). To shift from early models of tourism development that associated with negative impacts and dissatisfaction of communities in numerous destinations?; therefore, this has brought new challenges to policy makers and managers of the industry. The challenge of putting tourism on a new path to minimize its negative impacts has been tackled from various angles based on new perspectives/paradigms. The shift has become even more challenging as the environmental problems are increasing and one cannot deny the interrelation and interdependency of environment and tourism sector, especially, from tourism marketing point of view. It is in this context that ‘green marketing/sustainable marketing’ has been forwarded as a new approach and perspective to reconcile the conflict between ‘mass tourism’ and negative impacts, specifically on the environment and ecosystems (Mishra and Sharma, 2010; Pomeroy et al, 2011; Dolnicar and Matus, 2008). Therefore, ‘green marketing’ has been contemplated and modeled as a practical means towards a sustainable tourism development. As deterioration of environment is becoming a global concern, green

marketing activities are attracting greater attention (Rettie, 2012; Pomeroy et al, 2011).

1.2 Purpose of the Study

In the light of given information above, the purpose of this study is to examine the case of Mashhad by exploring the extent of understanding of the concept of GM, the degree of institutional involvement in GM, the role of private sector in GM, and overall nature of governance towards STD in respect of implementation of GM. The aim is to reveal the role of policy makers' awareness of GM and its significance for the case of Mashhad. Assumption is that the lack of awareness and implementation of GM will hamper the processes and achievement of STD. The case of Mashhad, as the main tourist destination in Iran, demands an environmental conscience, a practical model, and a unified policy to incorporate GM in the policy making process and planning with essential instruments for implementation.

1.3 The Significance of the Study

Sustainable Tourism is defined 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" (UNWTO, 2012). UNWTO publications suggest that sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process that requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary. However, venturing into sustainable development (SD) is not an automatic process; to achieve it, a holistic approach must be decided, planned and implemented. A multidimensional approach is essential to design a process based on economic,

environment, social, and governance and technology dimensions. It is here that Green Marketing (GM) has been conceptualized as a significant factor to for the purpose of achieving sustainability.

1.4 Research Method

A qualitative research strategy based on content analysis, interviews, formal and informal conversations is administered. Numerous organizations and institutions will be identified for this purpose. Furthermore, expert opinions will be solicited to enhance the validity of the study. A meticulous data analysis based on recording, transcribing, and coding will be applied.

1.5 Policy Implications

Clarification and understanding of GM will provide a guideline to create a link between marketing activities and sustainable tourism. The WTO calculations show that, the expenditures for ecotourism grow annually with 20%, which is 5 times more than the average expenditure for the tourism industry (Stanimirova, 2005). The GM is, indeed, a path towards production of so-called green tourism, which hopefully this study will provide a clear direction towards this aim.

1.6 Organization of the Study

Chapter 1 contains information regarding overall information about tourism trends in recent years and shifts towards sustainable tourism. Moreover, this chapter provides information about the purpose of the study, significance of the study, possible implications of the study and proposed methodology. Chapter 2 holds information regarding literature review. This chapter gives in-depth information about the elements of the study, these elements are considered to be conceptualization of Green marketing and its relation to the market, consumers and sustainability. Moreover,

issues regarding green supply chain and green sustainable supply chain management (GSSM) will be discussed.

In chapter 3, issues regarding tourism and its development process across decades will be addressed. Issues such as history, impact, problems, challenges, new ideas of tourism development, sustainable tourism, mass tourism and its related problems, sustainable tourism, greening tourism industry, green marketing and tourism, modeling green tourism and its marketing will be discussed. Chapter 4 provides information about general view of tourism in Iran and Mashhad. This will follow with focus on Mashhad as one of the most visited sites in Iran due to its religious value for Shias. This information includes information concerning economy, politics, geography, tourism, problems, maps, tables, and figure. Chapter 5 will discuss the research methodology and analysis of data with overall process of the research. Chapter 6 will conclude the study and limitations, policy implications, as well as, recommendation for further research.

Chapter 2

GREEN MARKETING

2.1 The Concept and Background

The term 'green marketing' came into prominence in the late 1980s and early 1990s. The American Marketing Association (AMA) held the first workshop on "Ecological Marketing" in 1975. The proceedings of this workshop resulted in one of the first books on green marketing entitled "Ecological Marketing" (Henion and Kinnear, 1976).

Before tackling the issue of green marketing and tourism, it is necessary to clarify some issues for the sake of enlightening the research aim. No doubt tourism has made tremendous impact upon the environment and ecosystems of destinations around the world which have not been positive in terms of production and consumption of tourism product. Overall, tourism product, sustainability issues, and marketing strategies have taken an independent path towards each constructs aim and objectives. Marketing people tried to focus on enhancing the volume of transactions, sustainability people's outcry aimed to alert the industry operators of the hazards of unleashed marketing with environmental consequences, and tourism industry itself - notwithstanding its multidimensionality - pulled in different direction without a clear strategic plan to overcome the deficiencies of the market (i.e., market failures). As Dolincar and Matus, (2008) noted:

According to Dolinac and Matus (2008), there has been number of papers published on destination management which is a comparative sustainable approach by means of selective marketing, as the result of which segmentation of market and usage of different techniques that are standard and sustainable are motivated.

There are several definitions regarding green marketing. One of the early definitions framed by Peattie in 1995 as “the holistic management process responsible for identifying, anticipating and satisfying the requirements of customers and society, in a profitable and sustainable way” (cf. Walker and Hanson, 1998). This definition has a significant connotation regarding the ‘holistic’ approach which typifies sustainable and environmental concerns targeting various aspects in the process of production and consumption. As Walker and Hanson (1998) elaborated by saying:

Walker and Hanson (1998) focused on the characterization of green marketing which they believed that affected by inputs of the industry such as the sources which provide supply, the consumption of resources, the generation and durability of outcomes, and outputs of the industry such as usage of products and the products itself, generated waste in terms of time and material and pollution attributed to the industry, the attitudes of consumers of products or provided services and behaviors. Besides, the effect of utilization of aforesaid industry elements on not only the society but also the environment within which the product is produced in the present time and future horizon. The responsibility of management from the environmental and legal points of view as well as the concern for society welfare in the long run and individuals were also considered.

Sustainability is always followed while defining green marketing. Sustainability is often addressed with its three fundamental components: social (people), environmental (planet) and economic (profit) (UNEP, 2007). In their definition, they refer to minimizing the negative impact on the natural environment, noting that naturally, the consuming products or service by human makes some degree of damage to the environment. Green marketing has also evolved and become a challenge as the concern for ecological issues grew and environmental awareness spread. In this regard, according to Peattie (2001), it has developed into phases of planning and strategy for both marketers and planners. Therefore, Mishra and Sharma (2010) argued that green marketing evolved during a process comprising three different phases. The first phase was ecological phase during which the focus was on environmental matters and contribution to enhance the quality of environment. The second phase which was referred to as environmental phase, concentrated on the applications and innovations of new and green technologies in the industry toward waste management and pollution minimization. The last phase was sustainable phase, which emerged later than two previous phases in early twentieth century.

2.2 Green Marketing Theories

Green marketing theory has not been without its controversies among the scholars as the topic is a multidisciplinary concept and difficult to place it within a clear cut paradigm.

Kilbourne (1998) believed that green marketing, from the theoretical standpoint, was the result of the combining several concepts appropriated from economics, politics toward the environmental matters in the form of theories related to the technology at

the time. From a political perspective, an environmental crisis was believed to be dependent not only on special attitudes, but also on the DSP of western societies which were more industrialized in comparison with others.

Nevertheless, network model of marketing exchanges and stakeholder theory are the fundamental theoretical background of the green marketing concept. These two theories are broadly addressing the important relationships among the green marketing actors. The central proposition of the networks model is that firms' marketing exchanges can be best studied within the context of a broad pattern of interrelationships of which the individual firm is but a single element (Hakansson & Snehota, 1997). This model can be an important tool to explain transactions and relationships among individuals. Networks model not only conceptualizes green marketing issues at a single firm's level, but also in the whole systems of inter-related exchanges. That is, environmental impacts of activities by organizations are not the result of individual exchanges, but also it is associated with the behavior of input and output chains and of competitors among others (Peattie, 1995). Therefore, the focus of this thesis is also built on the importance of support from consumers, suppliers, governmental agencies and competitive pressure in the market place to develop green marketing policies.

However, the relationships within the organization (especially those including parties not integral to the exchange itself) and with organizations involved in noneconomic exchanges, and other relationships with the organization (e.g. pressure groups, regulators, the media, etc.), seem to be neglected under the shadow of networks model. Hence, stakeholder theory may help to complete the conceptualization of

green marketing in organizations. Stakeholder model is most commonly associated with social responsibility and social performance.

Unfortunately, it seems that there is a lack of particular theory to green marketing in the current literature (El Dief & Font, 2010). Specifically, importance of these actors in the green marketing policy processes is not well recognized yet (Peattie & Charter, 1994). Regarding the stakeholder model, the strength of this theory goes for both consideration of the formal and informal relationships between different parties internal and external to the organization, and can also take account of the relative power, influence and expectations of these parties on the behavior of the organization (Johnson & Scholes, 1997). Therefore, stakeholder theory provides a better fit in the green marketing theory due to its ability to explain the influence of internal and external stakeholders. However, this thesis cannot go further to develop and utilize a wider range of theories related to the concept of green marketing, because the focus of this thesis is mainly based on the importance of green marketing practices in the sustainable tourism activities. At any rate, the conceptualization of sustainable tourism development has also brought the 'marketing' theories and practices under the scrutiny of consumers and environmentalists. Numerous theories and concepts have been developed to integrate these concerns and move ahead of the consumer demand. For instance, Jamrozy, (2007) developed a marketing model focusing on the sustainable tourism, which was believed that would rectify complicated matters of marketing which contained complex terminologies and different inter-related approaches. The development of this marketing model was the result of a system-based approach to the concept of sustainable marketing. The model combines diverse approaches and would lead to principles which are more sustainable.

2.3 Green Consumer Theories

Consumer behavior is exceedingly complex and with the development of marketing and consumer behavior analysis various models have tried to segment the market based on different indicators and characters. Therefore, ‘green tourist’ market has also been focused based on specific products that are processed and produced in an environmentally acceptable way. The expenditure behavior of ‘green tourists’ have been segmented and focused to identify and theorize this segment of the market for the purpose of sustainable tourism (cf. Dolnicar and Matus, 2008).

Chen and Tung (2014) expanded the reasoned action theory which is one of the most important models for forecasting behavioral intentions and developed People Behavior theory. This theory is widely used in the field of pro-environmental intentions and experts in the field use it to comprehend whether consumers of products or services will behave friendly toward the environment or not. Some researchers used this method to create combinations with other factors.

According to Tukker and Jansen (2006), the consumption of food, housing, and private transport, account for over 70 % of environmental impacts, which is also the main items consumed by the tourists in the destinations. Sustainable consumption refers to individual’s ability to fulfill their needs and requirements with considering others’ right to satisfy those needs in the future (Martin & Schouten, 2012). To reach a more green consumption patterns, there is a huge need to make changes in activities and behavior of the organizations and consumers. However, Emery (2012) argues that there is difference between showing concerns for sustainability and taking those concerns into action. As shown in Figure 1, Maslow’s hierarchy of

needs theory seems to provide a good fit to explain the complexity of consumer's needs. Nevertheless, many scholars have utilized the TPB in explaining and conceptualizing the consumer behavior in terms of their moral and environmental concerns for the product that they intend to purchase. This is also very true about this segment of the market and their decision to visit a destination where they might end up experiencing a higher rate of expenditure (Dolincar and Matus, 2008). At any rate, TPB has been applied in building models to investigate and explain 'moral norms and consequences of recycling intentions and found that this extended TPB research model could explain consumers recycling intentions well' (Fang Chen and Ju Tang, 2014). Some scholars have used TPB and applied it to the 'green hotel' context, to explain consumers' decision-making process of visiting green hotels (Han and Kim, 2010; Han et al, 2010).

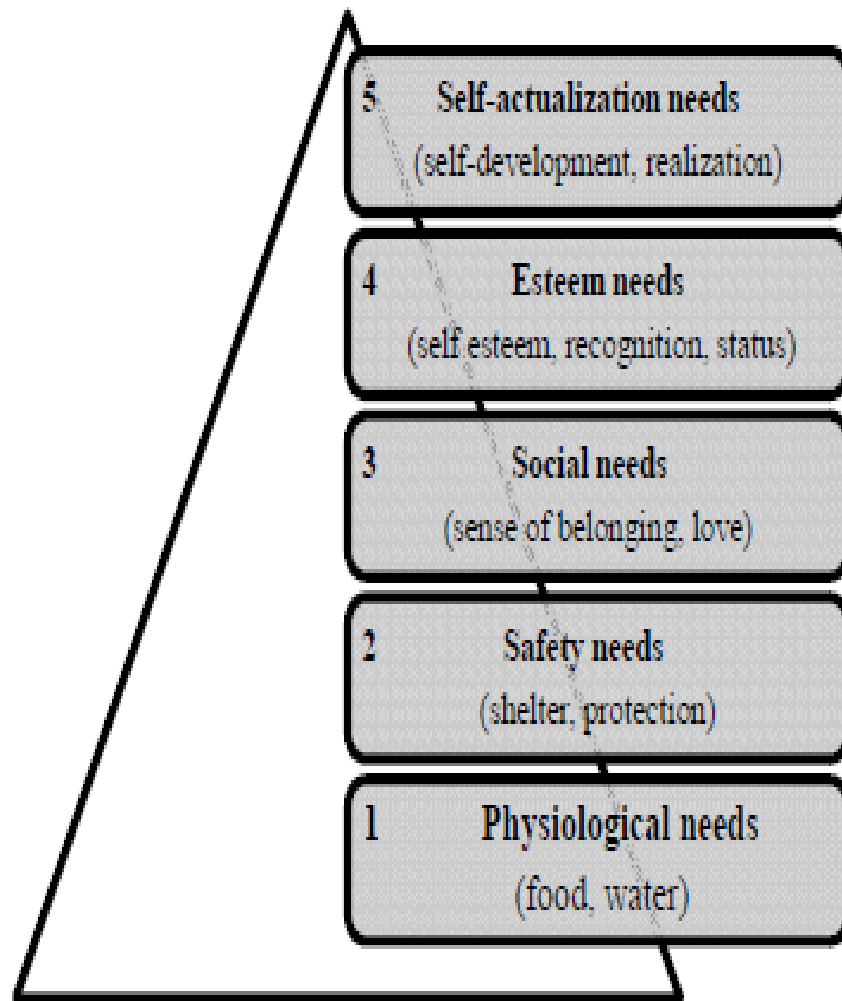


Figure 1. Maslow's Hierarchy of Needs (Kotler & Keller, 2006)

In the meantime, the present century has brought forward the social and corporate responsibility towards environmental action and sustainable agenda. Therefore, consumers are becoming more conscious and demanding green products regardless of the spatial distribution of products. Interestingly, some authors are investigating the factors that contribute to or impede the consumers from becoming green.

Nath et al (2013) declared that among several published studies regarding dominating factor of the behavior of green buyers, there were some keywords which were used frequently in these studies. Green purchase and green consumer behavior,

green marketing and advertisement, green products and promotion, sustainable consumption and eco-labeling were the most used keywords in these studies. More than fifty manuscripts about the knowledge behind influential factors of green buyer's behavior during 1969-2012 were used in the literature review.

Basically, Maslow's theory says that people tend to satisfy their needs according to their priority, and they would not try to satisfy other needs in the higher levels of the hierarchy unless they meet their basic needs. Physiological needs as the most basic needs in this hierarchy, refers to the need for food to survive. Sustainable consumer behavior in this level refers to individual's tendency towards organic foods as the sustainable alternative for chemical foods. Second level in the hierarchy refers to the needs for safety which is categorized as the need for housing, in this regard, sustainable consumer behavior is more concerned with the environmental impacts such as energy saving activities and solar panel roofs. It seems that the needs for belonging and self-esteem are the main factors refusing people to adapt any types of green behavior. That is, people are in the need of being recognized by others, and if they perceive that sustainable consumption is helping them to be more and more recognized, they would resist sustainable consumption. Therefore, consumers who are perceiving that green products and services are not able to bring their required status, that are not seeming purchase those products and services (Belz & Peattie 2009 ; Emery 2012; Martin & Schouten 2012).

However, as shown in figure 1, last level in the hierarchy referring to self-actualization, fits more to the green consumers. This level says that people are having different needs which certainly require to be met; and as soon as it is met, another need will take the place of the former. Therefore, the need for more and greener

products and services and the increasing demand for this type of products with the minimum impact on the environment, culture and the society represent people's need for actualization.

2.4 Green Marketing Philosophy

Environmental topics was first introduced to the literature in 1970, but the concept of green marketing was further developed in 1980s (Crane, 2000). Along with increase in public awareness about the sustainability issue, consumers have shifted their purchasing tendency towards those products which are clearly address issues of being green and those that are not considered to be green will not be preferred (Ottman, 1992). According to Ottman (1992) in addition to price and performance of the product, consumers also take into consideration the social responsibility approaches applied by the provider. Marketing as a component of business activities proved to have crucial impact on ecosystem. As a solution, adoption of sustainable businesses can be offered to managers to implement those practices with their new environmentally friendly approach. As stated earlier, sustainable marketing is a holistic, integrative approach, which is emphasizing on issues of sustainability namely environmental, social and economic criteria at the same time and with the same proportion. However, green marketing, tends to be more focused on the environmental aspect of marketing activities (Bridges & Wilhelm, 2008).

Green marketing has the ability to address issues regarding environmental concerns of nowadays society. Green marketing tries to cover issues of identification, anticipation and satisfaction of customers and the society needs with their orientation towards sustainability (Peattie, 1992; Chitra, 2007; Grundey & Zaharia, 2008). Grundey and Zaharia (2008) believe that majority of people refer to green marketing

as an activity that is only concerned with promotion and advertisement of environmental friendly products such as phosphate free, recyclable and environment friendly. Opposite to this realization, green marketing has a broader and more holistic concept adoptable to goods, industrial goods and services. According to Grundey and Zaharia (2008), natural environment is an important concern of marketing approaches, and to be successful, these activities must environment oriented.

This certainly applies to the city of Mashhad where the natural environment is definitely an essential part of the service. Grundey and Zaharia (2008) suggest that for companies to be successful in implementation of green marketing they have to change their short-term orientation to long-term orientation and there need to be changes in corporate culture. Moreover, if successful implementation of such practices is desired but the organization, they have to appropriately integrate green marketing activities all over the organization; in this case long term benefits for the organization will be achieved (Polonsky & Rosenberger, 2001). Realizing the growing interest of visitor for visiting natural attractions, more sustainable activities are needed to address visitors' needs and wants. For example, natural attractions available in Mashhad undoubtedly have impact on nature, therefore, green or sustainable marketing procedures is needed to minimize this negative impacts.

Van der Zwan and Bhamra (2003) use eco-efficient service concept for development of green services. Hence, aim of green marketing or eco-efficient services can be explained as creating value added services for customers and reducing environmental impacts at the same time (Peattie, 1992; Van der Zwan & Bhamra, 2003; Chitra 2007).

Regardless of the approach which is used to gather data for individual studies, theoretical frameworks are one of the most important parts of each study. This study is using a qualitative approach to investigate the possible relationships between two important concepts, which are green marketing and sustainable tourism in the case of Mashhad. By an in-depth review of the literature, El Dief and Font (2010) have found that several reasons are associated with the adaption of green marketing strategies by different business. These reasons are stakeholder pressures, strategic pro-activity, institutional dynamics, managerial ethics and organizational context.

Theoretical framework of this thesis is divided into two sections. First, networks model and stakeholder theory will be discussed to cover the important issues around the concept of green marketing. Second, Maslow's hierarchy of needs theory will be proposed to cover the important issues regarding green consumerism or green consumer behavior. The framework for sustainable or green marketing activities is represented in Figure 2. As it is shown in this figure, all the elements of sustainable development are interrelated. The middle point represents the area for the green marketing practices.

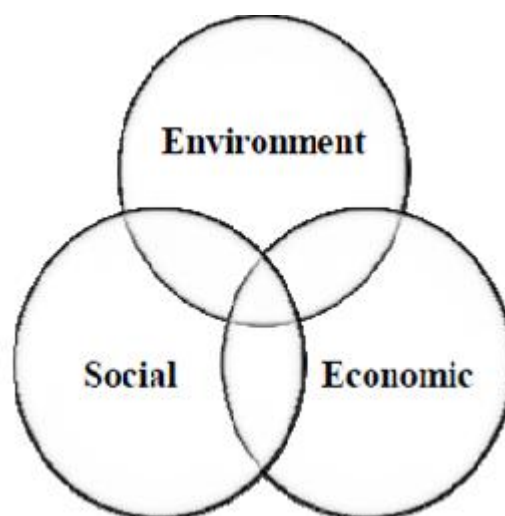


Figure 2. Green Marketing Framework (Peatie, 1995)

Each elements of this figure manifested by environment, social and economic aspects of sustainability will be discussed in details in the remaining parts of this chapter.

2.4.1 Marketing and Tourism

Marketing has become one of the fundamental dimensions of tourism industry for various reasons and perhaps competition is one of the factors that necessitated its development as a field of study that attracts academicians and practitioners alike. Nowadays, marketing has become one of the agencies of tourism organizations and institutions. Despite the differences between tourism product which requires the consumers to travel to the destinations to purchase what is called ‘tourism experience’, marketing tourism has benefited from most of the marketing strategies common to other products. Delivery and the distribution of products and services to the customers can be defined as marketing. Marketing activities are able to create experience and even go over their expectation. Every time the customer encounters with service providers in terms of their expectations, it is an opportunity for marketing. Marketing is a concentration on the customer, which is a mixture of idea, opportunity, advertising, marketing research, retailing, personnel selling, and new product development. In a complex economy, every organization, business, non-profit government is able to modify and adopt its offering to the needs of the consumers. American Marketing Association (AMA) refers to marketing as the science which can satisfy the needs of customers through providing expected products and services to customers by utilizing the expertise of the organization, at same time, to archive organizational goals.

Holloway (2004) defined marketing as a function which evaluates buyers needs and transforms these needs for s special service or a specific product into efficient demand and to transfer the service or product to the targeted buyers in need of that

specific outcome to accomplish diverse goals including monetary profit, or other aims defined by any organization or business.

Therefore, the fundamental concept in the field of marketing is the customer desire. People are showing different needs and wants which are including the need for food, clothing, warmth and safety; society needs for belonging and friendliness; and person needs for knowledge and self- phrase. From the tourism point of view, these desires can be categorized as the need for natural world, place, and security, touring atmosphere, friendly support, adequate touring equipment, transportation, good guidance and everything that is related to enhance natural resources. Figure 3 clearly illustrates the needs and demands of a typical tourist which are important criteria to be considered in marketing activities.

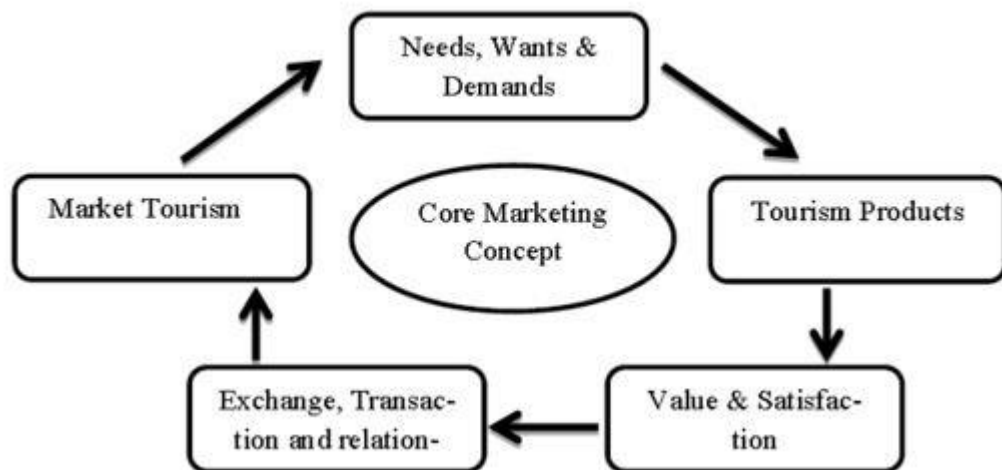


Figure 3. Needs, wants and demands of tourists (adapted from key concept in marketing)

2.4.2 Opportunities and Challenges for Green Marketing Practices

There are opportunities to be achieved by increasing awareness among consumers regarding issue of being green (Ambec & Lanoie, 2007; Ottman, 1992). These are

the opportunities for both cost reduction and increase in profit (Ambec & Lanoie, 2007). As an opportunity, a new segment of buyers with a preference of buying green products can be referred to. Adopting green marketing practices can be a source of differentiation strategy in the market environment (Ambec & Lanoie, 2008; Ottman, 1992) and the opportunity to access to new markets will be achieved. Moreover, other benefits are offered by extended literature such as improved corporate and brand image, greater pool of loyal customers who are more willing to pay premium prices for green products (Ottman, 1992). Researchers have shown that people will choose their product or service based on their impact on the environment (McDougall, 1993; Davis, 1993). In addition, studies have shown that people are ready to pay different prices based on the extent to which that product or service is addressing issues of being green (Coddington, 1993; Ottman, 1992).

Nevertheless, marketing per se should not be blamed for most of the world's environmental problems. Although it plays a role, it is the structured consumer-culture that resulted in over-consumption. In fact, some authors suggest that 'marketing' can contribute to exposing and addressing environmental problems and social issues (Sheth and Sisodia, 2006).

Polonsky (2011) stated that environmental issues are not sufficiently integrated in the existing research and environmental matters are considered as additional features in marketing strategies, instead of being used as elements of improving the condition of the market as well as welfare.

Nowadays, practitioners have no doubt on the fact that there are variety of benefits and profits to be achieved from green marketing practices (Porter & Van der Linde,

1995; Sharma & Vredenburg, 1998). According to different findings in the literature (Porter & Van der Linde, 1995; Vogel, 2005), not more resistance is observed towards green marketing activities, and more attempts are observed to adopt and profit from green marketing practices. These shifts towards green marketing practices have provided some opportunities for practitioners to build a sort of competitive advantage for their firms in the market place. These benefits are in form of reduced costs and adoption of cost leadership strategy by pursuing environmental efficiency, and also have adopted a form of differentiation or a focus strategy by serving niche market of those consumers who are preferring to by “green product” (Srivastava, 2007).

2.4.3 Green Marketing and Consumers

Sustainable or green marketing is considered as a social process that encompasses verity of morale actors such as consumers. A recently introduced concept in the field of green or sustainable marketing is the evolution of green consumerism.

It is believed that consumer behavior is, based on specific purposes, to satisfy specific needs or cover pre-designed goals (Zeithaml et al., 2006; Moisander, 2007). According to Moisander (2007), different motivations can shape human behavior. As illustrated in figure 4, these motivations consist of primary, selective motives and ability. Consuming products and services that are environment-friendly, needs this tendency to meet the consumer objectives as well as the environmental orientation of the society.

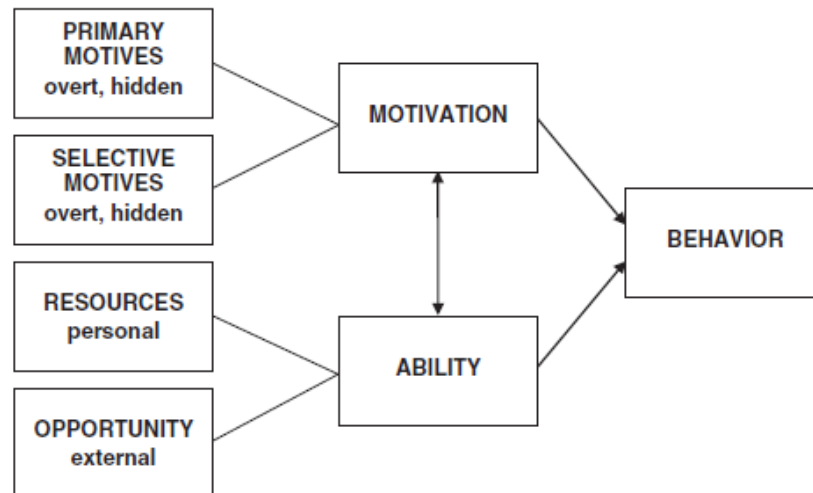


Figure 4. Motivation and behavior (Moisander, 2007)

Attitudes, values, habits and personal norms are manifested as the internal factors influencing environmental related behavior among consumers (Zeithaml et al., 2006; Becken, 2007; Haanpää, 2007). Moisander (2007) argues that general agreement on how a product or service can be considered as green is limited, and it is highly depended on the behavior of the consumers to apply proper level of consumption with minimum possible damage to the environment.

Utilitarians believe that while consuming a product or a service, people evaluate their action based on the results achieved by those utility. In this regard, this approach can be considered as an alternative to green consumerism to some extent.

Based on this notion that consumers green behavior is divers according to their own judgment of consequences, it is assumed that motivation for shaping environment friendly behavior cannot be appropriate to the organization. Haanpää (2007) states that green consumers are able to control their choices of products based on their tendency towards green products. They are more likely to use transportation modes, which are environment-friendly.

Selective motives, as other aspect of motives affecting consumer behavior, goes over issues of consumer choice that are addressing specific behavior that those consumers are choosing to engage, for example engaging in activities of recycling, saving energy or preferring eco-products. Noting that, consumer's attitudes towards behavior considered as green behavior and the extent to which each behavior is able to address issue of people's conceptions of what behaviors are considered environmentally friendly is different from one to another (Moisander, 2007).

An important criterion for consumers to engage in environmentally relevant activities is the availability of proper personal resources. Meaning that the level of knowledge each consumer holds has a detrimental impact on their beliefs and values that will result in evaluation of their individual responsibility (Becken, 2007; D'Souza et al., 2007). According to Haanpää (2007), this knowledge about the result of their activities among consumers affects different consumption decisions.

Specific practical skills and abilities are required to shape their green consumption patterns, for instance, the knowledge of how separating wastes is needed to conserve recyclable materials.

Moisander (2007) suggests, lack of distinct environmental information provides variety of reasons for consumers to reject or deny their responsibility in ethical and environmental responsible situations. On the other hand, wrong information on how to be green is also another obstacle for consumers to go green, for example, this belief that keeping a light on throughout the days and nights uses less energy rather than switching it on and off several times a day. Sometimes, this type of activities are less demanding- switching a lamp on and off during day- and this results in

people adapting other types of activities that seems to be less demanding. Therefore, enhancing the level of people's awareness is an important factor to develop proper behavior among them.

Another important criterion to improve consumers' positive behavior towards environment is to understand them and their specific characteristics (D'Souza et al., 2007). As an effective marketing strategy, targeting visitors with less ecological damage can be suitable (Dolnicar et al., 2008). However, D'Souza et al., (2007) suggest that it is still difficult for the organizations to predict consumers' reactions to the presence of green product, specially the degree of accuracy in predicting such behavior is limited and makes it difficult for practitioners to develop new targeting or segmenting strategies.

Different lifestyles and psychographic elements are also a good predictor of consumers' willingness towards green products and services (Kinnear et al., 1974; Haanpää, 2007; Dolnicar et al., 2008). Kinnear et al. (1974), for example, have found that personality variables are properly able to predict such behavior. According to their findings, consumers who believe that they can make changes in the degree of pollution by their consumption priorities, they are more likely to engage in behaviors which are ecologically friendly. On the other hand, consumers who had no or less concern with the ecology were those who are highly resistant to adapt green behavior. This means, while the level of avoidance of harm becomes high, individuals try to ignore the problem by their reaction to this situation. Therefore, focusing on how consumers can affect the quality of the environment seems to be very important.

As a constraint to be green, D'Souza et al. (2007) refers to consumers' sensitivity towards price and the quality of green products. However, Haanpää (2007) have found that quality is not deterring mentality in shaping consumers' behavior towards green products. Generally, both findings address issues related to consumers' personal characteristics and demographic and consumption style in shaping their different behavioral patterns.

Becken (2007) have found that detrimental factor in choosing where to travel is not necessarily the environmental factors of the travel, but the cost of the travel seems more to affect the decision of travelling. Interestingly, Moisander (2007) contents that in some situations, even green customers may prefer to choose other alternatives rather than green products or services, due to lower cost in terms of money, time, and energy as well as because they feel that their contribution to the quality of the environment is limited. As a result, Haanpää (2007) suggests that green consumers are not showing homogeneous reactions and are not a good sample to shape one single consumer segment.

Cosmescu and Cosmescu (2007) argue that change in behavior cannot be predicted based on the intentions. According to Moisander (2007) not all green consumers who are concerned with the issue of environment really show environmentally relevant behavior. Moreover, the magnitude of adapting positive behavior towards environment is highly diversified (Moisander, 2007). For instant, visitors are engaging in eco-tourism travels but, in so doing, they prefer airplane for transportation.

As interest in using airplane as transportation mode increases, this question needs to be answered whether air travelers are aware of the negative footprint of this travel choice, unfortunately it seems that this awareness is limited in industrialized (Becken, 2007; Gössling et al., 2007). In-depth review of the literature shows that air travelers are less familiar with the result of their activities, and they are only able to distinguish more visible environmental problem such as garbage on the roads (Gössling et al., 2007). With this realization, attempts to increase awareness of air travelers about the consequences their flight choice even a short distance flight are needed.

2.4.4 Green Marketing and Government

Regulations and controls made by government have been an important paradigm in environmental policy-making (Lynes & Dredge, 2006). As a result, providing a sort of balance between social and private costs and benefits are among important features of governmental regulations (Kinnear et al., 1974; Bramwell & Alletorp, 2001; Batta, 2006; Becken 2007; Weiermair et al., 2008). Unfortunately, investments made by private sector neglect the importance of natural resources and their orientation is based on short-term profitability. Moreover, private sector often ignores issues related to distribution while applying their investments, specifically in relation to the environment (Weiermair et al., 2008). That is, as stated before, consumers try to use this situation as long as it is possible to gain more and more personal benefit. In this regard, there need to be a strong regulation by government to control these issues. As an action, government should focus on encouraging private sector to take into consideration the importance of environmental well-being when taking decisions (Bramwell & Alletorp, 2001; Grundey & Zaharia, 2008). To do so, governments can start with identifying the accepted level of pollution made by the

activities of such sectors (Kinnear et al., 1974). Kinnear et al. (1974) stated that regulations are necessary where the accepted level of pollution is considered to be at zero or minimum level; on the other hand, if this level has been identified to be at a high level, therefore, educational programs might be enough to change consumers' requirement. For consumers being green, it is important for them to have a sufficient understanding of the impacts of their consumption behavior and preference on the environment.

Improvement in this awareness may lead to more willingness among tourism managers and tourism sectors to engage in sustainable activities and procedures more than before (Bramwell & Alletorp, 2001). Opportunities to heighten this awareness can be provided by the information and sufficient educations to the tourism operators by government. Kinnear et al. (1974), believes that educational programs provided by the government have different targets. Attracting those people's attentions that are ready to participate in their programs is the first set of target.

Second, as another target can refer to those who are not concerned with environmental issues and the government wants to make them concern with this important phenomenon and then make them take action. For instance, Batta (2006) has found that lack of information among visitors was the main reason for not paying much attention to visiting natural parks in Himalaya. Chitra (2007), therefore, refers to the important role of government and suggests that they should provide investments on policy measures to improve the awareness of public about environment-friendly products and services; however, the role of advertising and marketing sectors should not be neglected. Educational program aiming at developing this feeling among consumers that they can have a role in conserving

natural resources and enhancing the quality of environment seems to be efficient (Kinneer et al., 1974). Chitra (2007) further refers to providing incentives to organizations that are involved in providing green products as another important responsibility of the government. That is, financial rewards provided to the organizations can change the costs and prices associated with the behaviors towards sustainable processes (Bramwell & Alletorp, 2001).

According to Lynes and Dredge (2006), both public and private sectors are important participators in saving natural environment, developing and implementing policies should be done by both sectors. That is, in the process of setting policies, all of these agencies and participants are influencing the procedure by their unique beliefs, values, and level of knowledge they have towards environment, and it is not only upon one single organization or practitioner who have total authority for providing and implementing policies.

Weiermair et al. (2008) argue that there should be a synergetic outcome as a result of PPPs that are sharing risks and benefits of the operation at the same time. Obviously, private sectors are benefiting from this cooperation in terms of achieving support from government for their strategies with minimum level of cost, on the other hand, government is also benefiting from this cooperation in terms of professional management. However, to be successful, it is important that both public and private sectors being concerned with sustainable environmental activities.

Despite the fact that not all tourists are concerned with green destinations, products or services, they are less likely to refer to destination that is not able to address issues of sustainability. Therefore, cooperation of tourism sectors, both public and private,

is essential for developing sustainable tourism (Bramwell & Alletorp, 2001). Airline industry can be a good example, where tourist believes that issues regarding climate change policies and removing barriers impeding their solution are addressed by scientists and government (Becken, 2007). As a result, there is a call for cooperation between scientists and the government, on one hand, and tourism sectors, on the other.

Recently airline industry has been highly deregulated by the governments (Gössling & Peeters, 2007). If regulation is not the concern of government for airline industry, by 2050, this industry will possess 40% of the total emission all over the world (Gössling & Peeters, 2007). Public policy makers believe that they ought to take actions to control sales and adaptation of those products or services which are highly polluting, while there is less concern for realization of these actions among consumers (Kinnear et al., 1974).

In short, governmental agencies are playing crucial role in coordination of tourism management in the destinations (Bramwell & Alletorp, 2001). They further suggest that for a destination to be able to provide sustainable tourism, there need to be cooperation between public and private sectors, which are providing tourism services and products. Furthermore, it is necessary for the government to be proactive in developing and promoting environment-friendly procedures, and also, providing regulations and laws for sustainable environmental activities and fostering innovative ideas.

2.5 Conceptual Models of the Research

Two models have been the baseline and backdrop to this study, as well as, guiding the research and methodological process. Although the tourism supply chain has been influenced by Porter's (1985) theoretical model, but it has been restructured towards 'sustainability' which has been defined as 'the potential for reducing long-term risks associated with resource depletion, fluctuations in energy costs, product liabilities, and pollution and waste management' (Carter and Rogers, 2008: 363).

Eventually, the supply chain management and sustainability are combined and theorized with a resulting definition that states: 'the strategic, transparent integration and achievement of an organization's social, environmental, and economic goals in the systemic coordination of key inter-organizational business processes for improving the long-term economic performance of the individual company and its supply chains' (Carter and Rogers, 2008: 368). At the end, Carter and Rogers (2008) suggested a comprehensive theory for Sustainable Supply Chain Management that not only addresses firms with variety of production, but also tourism related firms as well. They employed several perspectives to produce the following SSCM theory that encompasses all the dimensions of sustainability as well as their highly relevance to tourism sector.

Carter and Rogers (2008) argued that the economic sustainability of companies which are not dependent on crucial external resources could be enhanced to a reasonable extent. As the result of their study, they stated that there is a strong relation between being dependent on resources and vertical coordination, and the relation is positive. The situation is more complicated in the case of supply chains

but they can result in a more sustainable economics. Supply chains combine resources from the perspective of environment and economics. A key element for organizations and companies being more sustainable economically is the ability to adopt natural resources efficiently and effectively, along with increased diversity or amendments in human rights which are prominent elements of social changes.

As shown in Figure 5, based on the theoretical framework, two models are combined to demonstrate the factors and links in tourism supply chain towards greening the relationships between the tourism industry and its suppliers. The first model founded on 'sustainable' tourism and its dimensions in the context of green marketing. This is also supported by journal of sustainable tourism (JOST) for the last 15 years by focusing on contribution to tourism sector and its gradual shift in this direction (see Figure 5).

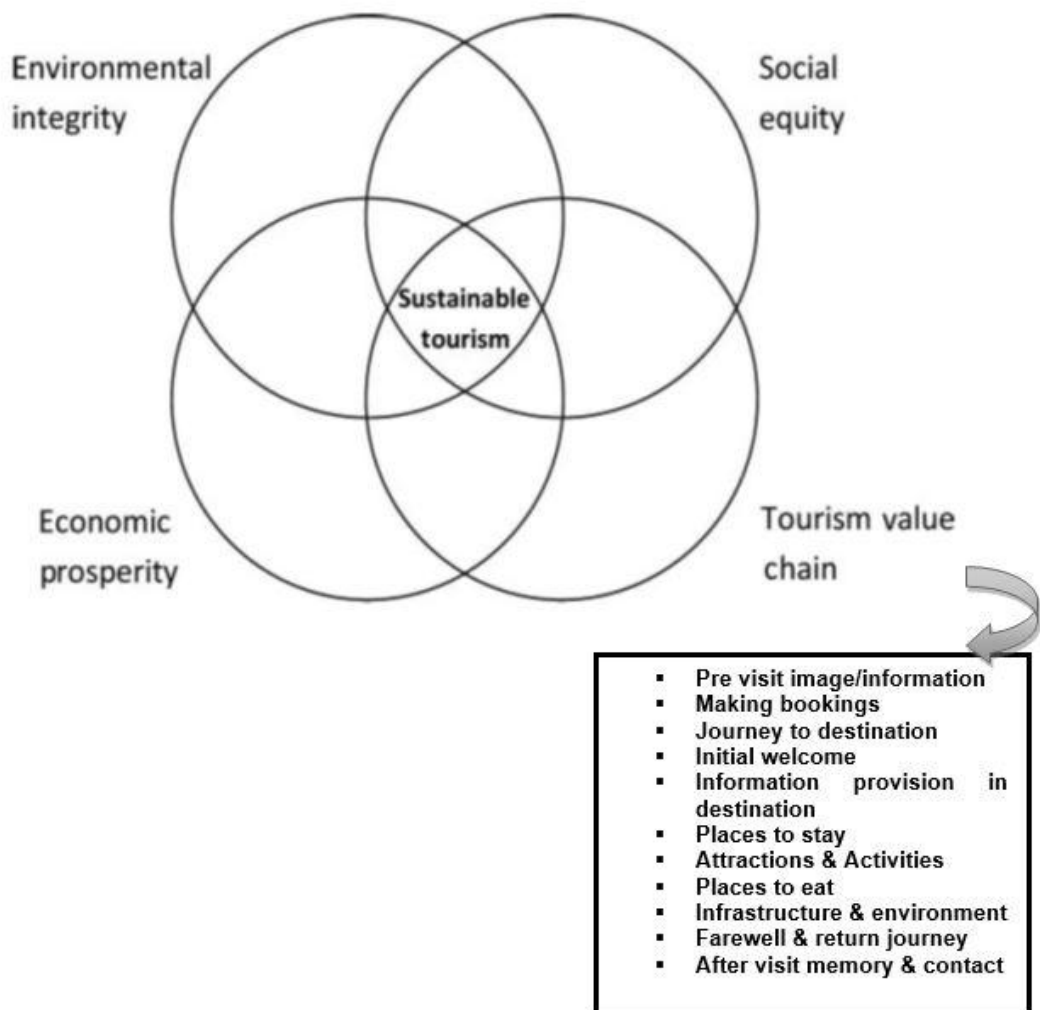


Figure 5. Dimensions of sustainable tourism (Pomering et al, 2011)

As the model demonstrates the main triple bottom (social, economic, environmental) dimensions are aligned with 'tourism value chain'. Pomering et al (2011) said that value is added during the process of value chain by organizations and companies and the industry elements related to the tourism system of Lieper is made up by firms and companies as mentioned before. Examples of related elements are travel agencies, attractions, transportation and accommodation providers, tour wholesalers and destination marketing members. It is probable that aforementioned organizations and firms contribute in the harm to sociocultural and ecological aspects of the society. They proposed that transportation is better to be offered in alternative ways to tourist

attractive locations and this would decrease the ecological effect of tourism on the environment and society.

Finally, this process resulted in the development of the conceptual model for tourism which is called sustainable tourism marketing mix (STMM) as a path towards the greening tourism in the context of marketing principles and strategies (Pomeroy, 2011). Nevertheless, tourism value chain is also a strategic issue that requires every stakeholder/provider within a journey package to combine their efforts in a cohesive and strategic manner. This will result in adding the value to each item in the package of experience for the tourists and benefitting the stakeholders. Tourism value chain encompasses several items (Figure 5).

According to WalesCymru (2003), there are numerous ways by which organizations and businesses can make buyers of goods and services move along the chain. They suggest that important principles could be appropriated into the actions which an organization take in every stage, and this fact should be remembered so that a sustainable approach is created toward the quality of the firm's touristic destination which is offered.

Therefore, the tourism value chain becomes a vehicle towards incorporation of sustainable approach (greening tourism) into the system.

The second model contributes to the research questions, as well as, concentrates on the main elements essential to tourism organization's sustainable commitment through supply-chain management to achieve environmental goals and become competitive. See Figure 6. As the model demonstrates, there are two categories of

variables that function and are potentially available to ecologically sustainable practices. Tourism supply chains are composed of numerous activities linked to the sector both directly and indirectly. However, they all have a role in sustainable production and consumption of tourism experience. The two categories of variable are mainly composed of supply chain where:

According to Jeyacheya & Hampton (2003), the supply chain consists of all goods and services suppliers which deliver them through a process of tourism to final consumers. The suppliers which is implied to consist diverse categories and ranges from all good and services which are contracted by suppliers directly such as those who provide accommodation for tourism industry, to tour operator by themselves or via their agents. There is another category of goods or services which are bought directly by tourists, and in fact, tour operator should consider that they can affect tourists regarding this matter as well.

The second category of variable in the supply chain is the responsibility of management structure in the destination.

The performance of a company or organization in terms of finance and sustainable delivery efficiency can be improved drastically by enhancements in the operation of that specific business in the supply chain. There is an important difference between supply chains in tourism industry and that of another sector of industry. The difference is that in the tourism industry, tourist travels to a place which is basically a service or a product of tourism industry. Besides, the offered product in tourism industry is more of a service rather than a good. In fact, a considerable number of

people in the industry are producing the product right away in the form of a holiday experience, said Jeyacheya & Hampton (2003).

The performance of the management system in the function above is also defined as 'enablers'. (Figure 6) One should keep in mind that 'enablers' are a sort of policy path towards greening supply chain in tourism. 'Enablers' have been modeled to clarify how the management system in tourism can achieve sustainability in the context of tourism supply chain links. As Nath et al. (2013: 454-5) suggested: 'there are quite a large number of factors that come into play and they act as barriers or enablers to consumer adoption of green products. Thus, environmental awareness of the consumers can be considered as an enabler to green product adoption processes'. Assumption is that proactive managerial approach is fundamental to increase the effect of parameters of tourism value chain and enablers' contribution to green marketing and sustainable supply chain management. It is assumed that when the processes of green marketing are applied proactively, it, then, will allow focusing on green consumers.

This study is also verifying that 'the range of shifts in the business environments of tourism enterprises as a result of sustainability issues since the early 1980s is also reflected in the various approaches (e.g., SSCM, SMM) and themes that emerged in studying sustainable development in both the tourism and general business literature' (fc. Hall and Gössling, 2009: 21).

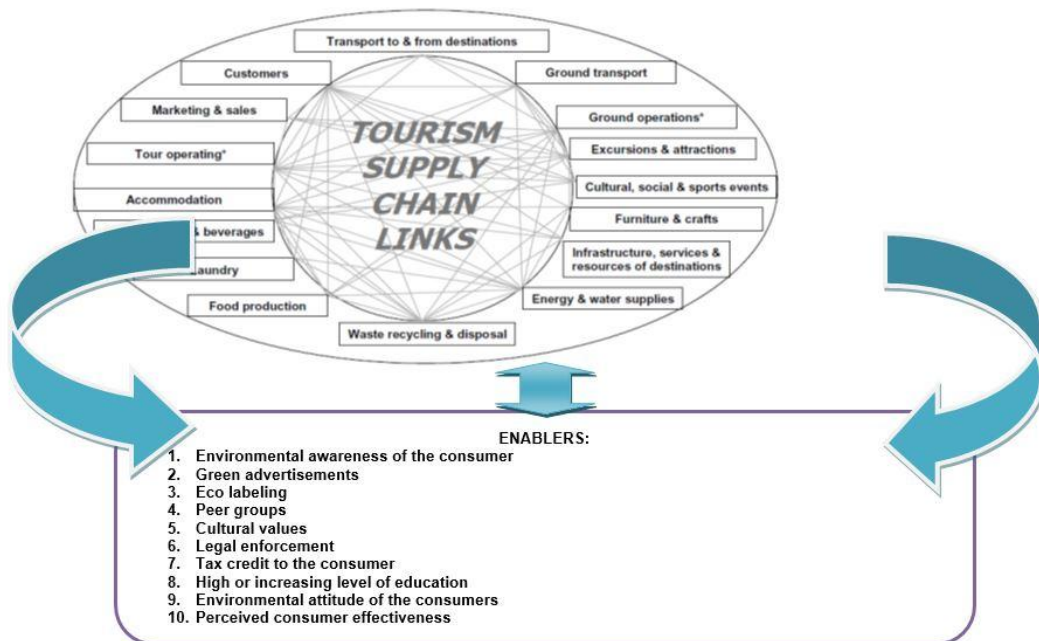


Figure 6. The conceptual model for greening the supply chain Nath et al (20013)

Chapter 3

SUPPLY CHAIN

3.1 Supply Chain Management

In today's tourism and hospitality operations, many sectors have started to understand that improving efficiencies in their industry is not the only factor to be considered, but their whole supply chain management operations need to be competitive by focusing on reducing the costs. This part will contain a detailed definition of supply chain management. Management of supply chain processes with aim at enhancing the level of advantage taken by customer value, and possessing competitive advantage over competitors in the market place is a simple definition of supply chain management. Supply chain management provides areas of concern for organizations to improve and establish effective and efficient supply chains.

According to Handfield (2001), product development, sourcing and production are among focusing areas of supply chain management that need logistics and information system to help the coordination between these activities. Supply chain management was first introduced to the literature in 1980s, however, due to increasing attention to the importance of supply chain management some changes has been made to this definition.

According to CSCMP (2011), planning and management of all activities are gathered in supply chain management context. The aforesaid activities include all logistic

management actions, sourcing, conversion and sourcing. Besides, channel partners are also coordinated and collaborated in supply chain management. Aforesaid channel partners include customers, intermediaries, suppliers and all third party providers of services in the tourism industry. The management of demand and supply is finally integrated in supply chain management.

Different literature has defined supply chain management in variety of settings such as operations management, marketing, product design, finance, and information technology. Divers definitions address issues by which organizational activities are integrated with external processes, the integration of the processes provides competitive advantage in terms of cost-effective activities (Mentzer, DeWitt, Keebler & Min, 2001).

According to CSCMP (2011), successful implementation of supply chain management is based on the situation in which the right product is reached to the right customer with the minimum possible price. In such situation, the maximum level of product or services is provided to the customer and the best competitive advantage is provided for the organization. Therefore, supply chain management adapts different supply chain procedures to enhance the profitability and total value of the organization.

3.1.1 Green Supply Chain Management and Tourism

During past two decades, issues regarding supply chain management in manufacturing industry have been clearly addressed (Zhang, Song, & Huang, 2009). However, little attention has been paid to this notion in the context of tourism industry. There is a huge difference in the level of attention given to supply chain management in manufacturing industry rather than service industry (Zhang, Song, &

Huang: 2009). Zhang, Song and Huang (2009) argue that, in spite of addressing issues regarding distribution channels in the context of tourism industry for 35 years (UNWTO's publication on tourism distribution channels from 1975), still there is a dearth of research on issues regarding relations existed in the context of tourism supply.

In the light of Feller, Shunk and Callarman's conclusion that much literature on economic chains lacks the distinction between the concepts supply and value chains and that the concepts are used interchangeably, it is found that generally chain studies within the tourism industry make the following distinction. Due to the use of supply and value chain concepts interchangeably in the context of economic chain, Feller, Shunk and Callarman (2006) argue that tourism industry distinguishes between these two concepts in following ways:

Firstly, when a case study analysis is adapted, it refers to value chain analysis; for example, the study on 'The Tourism Sector in Mozambique: A Value Chain Analysis' (2006) or SNV's study 'Tourism: more value for Zanzibar – a value chain analysis' (2010) applied by World Bank's study.

Supply chain analysis, on the other hand, is more adapted in research publications by researchers. For instance, Zhang, Song and Huang study on 'Tourism supply chain management: A new research agenda (2009), the study of Tapper and Font on 'Tourism supply chains: Report of a desk research project for the travel foundation' (2004); or the study of Yang et al. on a 'Game-Theoretic Approach to Competition Dynamics in Tourism Supply Chains' (2009).

In-depth review of literature in the context of tourism shows that concepts of value and supply chain are used interchangeably.

3.1.2 A Model of Supply Chain in Tourism

According to Tapper and Font (2004), there are four types of stakeholder for the typical tourism supply chain (TSC): “the tourism supplier, tour operator, travel agent and customer” (Tapper & Font, 2004). As shown in figure 7, these stakeholders are managed in a “single linked chain” (Tapper & Font, 2004). A holistic understanding of tourism supply chain needs a proper distinction between inbound and outbound tour operator.

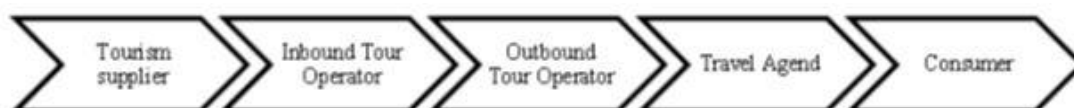


Figure 7. Tourism supply chain (Tapper and Font, 2004)

Tourism supplier can be any organization managing the “interactions and the experience of individual tourists with each tourists attraction” (Bonera and Corvi, 2005). In developing countries, tourism suppliers are enterprises of small and medium size, which have featured by their limited technical background, limited internal power and are suffering from the lack of knowledge on market and consumer. In general, tourism suppliers are able to cover the consumer demand for the final product. That is, tourism suppliers are providing their products and services to inbound tour operators.

Inbound tour operators are the primary intermediaries within the tourism supply chain. In developing countries, they are enterprises of small and medium size. They are specifically operated in especial segment or geographical region. Inbound tour

operators generally integrate different tourism services or products in the form of a single tour in their region or geographic (Bonera & Corvi, 2005). There is also a relation between inbound and outbound tour operators in developing countries trying to guarantee the quality of services and product offered to the consumers.

Second intermediary in the tourism supply chain are outbound tour operators. Outbound tour operators are highly active in the context of tourism industry and in developed countries they are in close relationship with customers. For example, outbound tour operators are providing a variety of tour packages to different destinations (Bonera & Corvi, 2005). Most powerful and largest stakeholder in tourism supply chain seems to be outbound tour operators. They are known in terms of their comprehensive knowledge on demands from tourism side, and they are initiating activities related to marketing and retailing processes.

Third parties in tourism supply chain are shaped by the group of travel agents. According to Bonera and Corvi (2005), however, increasingly level of outbound tour operators activities in terms of direct selling processes to the consumers, the role of travel agents are almost diminishing as influencing party in the tourism supply chain.

Explicit analysis of actors in the tourism supply chain revealed that outbound tour operators are the most detrimental actors in current chain (Bonera & Corvi, 2005). In line with this findings, Tapper and Font (2004) found that outbound tour operators are the most influential and powerful actors who are acting upon “activities throughout the tourism supply chain, since they direct and influence the volume of tourism, the tourist destinations and facilities that are used” (Tapper & Font, 2004).

Their findings are indeed in consistent with the findings regarding global supply chain.

According to the findings of research on Asian community based tourism and their relative supply chain revealed that in average level, only up to 5-10% profit margin was achieved by tourism suppliers, while the profit margin generated by outbound operators are equal to 20%, and also the average profit margin earned by inbound tour operators were estimated to be around 10% (STDC, 2009).

3.2 Green Supply Chain Management (GSCM)

Green supply chain refers to activities, which consider issues of green solution in their activities. There are three areas of activity for green supply chain in the hotel industry: procurement, manufacturing, and distribution activities. As an important element of logistics and supply chain strategy in today's activities, green supply chain is adapting green processes and is aiming at providing profit and market share (Herrera, 2011). Going green for practitioners is of concern in green supply chain management within organizations. Green supply chain management activities have the potential to provide win-win situation for organizations and environment. For example, there has been an increasing interest in green product among consumers of the Venetian/Palazzo, which is a convention driven operation. Robert Lindsay (2012) stated that the organization approaches towards environment is highly determined by consumers. Such customers are willing to pay premium prices up to 5% or even more for green products and services.

Searching in the local purchasing alternatives with a focus on regions like southern Utah, Pahrump, northern Nevada and southern California for different products such

as beef chicken or dairy products is a part of green strategy in Venetian/Palazzo. Existing vendors with whom Venetian/Palazzo is cooperating are those who are using green approaches and best practices such as recycling activities, decreasing the level of energy consumption which, in turn, is able to reduce costs associated with purchasing behavior (Lindsay, 2012). Marriott International and many large suppliers for the hotel industry have launched the Hospitality Sustainable Purchasing Consortium has been applied by Marriot International and other large suppliers targeting to enhance green purchasing list as a guideline of purchasing activities in the hotel industry (Herrera, 2011). As a good example, The Oregon Hilton's Doubletree Hotel can be referred to as a hotel setting that is adapting green logistics and supply chain. On the other hand, InterContinental Hotels Group tries to establish green supply chain by their specific code of conduct and monitoring programs for their suppliers. Following section, provide more detailed information regarding green supply chain management.

Sustainability concerns are among the least issues addressed by the businesses that are working especially in direct relation with environment. Due to lack of regulation support from government, products and services created by the organizations are less likely to pay attention to the costs related to the public goods, namely environment. Pollution in water, weather and degradation of forests continues. Up to now, there is a dearth of practical by which costs of damages on the environment can be added to the cost of that product or service in form of end-price. Even though some activities such as European Union carbon emission trading scheme approach towards costs of carbon emission being added as the costs of the product, still has not produced a clear outcome.

Fortunately, managers and innovators are trying to refer to their own social and personal ethics while treating environment (Reinhardt, 1998). On the other hand, increasing awareness among consumers regarding environmental issues makes organization to adapt those types of approach that are able to provide a balance between their performance and the well-being of environment (Basu & Wright, 2008).

Srivastava (2007) refers to Green Supply Chain Management (GSCM) as the way in which innovative practices and organizational policies of the total supply chain, tries to address issues of sustainability in the environment. Zhu et al., (2008) argue that there is a little research on GSCM, while this important phenomenon deserves more attention. Green supply chain management can provide opportunities for cost saving, better efficiency and profitability in terms of increased awareness among consumers in addition to its basic belief; that is, its positive impact on the environment (Jackson & Clift, 1998; Rao, 2007; Srivastava, 2007). However, Davis and Hochman (2009) refers to activities such as changing approaches of the organization in their official websites or even changing mission statement of the organization to address green issues as “green washing.” That is such organizations are pretending to be an environmental conscious business while in reality they are not able to cover their promise. GSCM tries to provide a win-win strategy by which organizations are able to improve their current performance at the same time, preserving the natural environment. By adapting such strategies, organizations are able to respond to the increasing demand from consumer’s side and they are able to even exceed demands from governmental regulations. These types of organization are not only accepting the notion of sustainability but also they are able to build a competitive advantage for themselves (Pun, Hui, Lau, Law, & Lewis, 2002).

The purpose of this study is to investigate whether the tourism and hospitality sectors in Mashhad adopt any possible way of GSCM. There is a lack of general agreement upon a clear definition of GSCM or its scopes (Srivastava, 2007; Vachon, 2007). According to Zhu, Sarkis and Lai (2008), scopes of GSCM varies depending on the aim of researcher. That is in some studies, research tends to focus on procurement stage while others are more likely to search for the general circle of the process. Unfortunately in some case, “environmental supply chain management” (ESCM) is used interchangeably with GSCM (Handfield, Sroufe, & Walton, 2005; Kogg, 2003). This term refers to a wider approach that expands the scope supply chain management to social and ethical issues as well. This new approach is also referred to as “Triple Bottom Line”- an approach in which the issues of economic, social and environmental concerns are at the same time (Markley & Davis, 2007). By means of broad triple bottom line approach, businesses cover important values of the organization according to their increasing importance (Eklington, 1997; Elkington, 1994)

3.3 Importance of GSCM

Literature provides reasons for the growing importance of GSCM in success of the organizations. Actual and potential customers, competitors, staff, possible investors, government and environmental actors and regulators, non-governmental organizations (NGOs), and so many others are considered to be stakeholders of a business, who are highly interested in strategies that are addressing issues of sustainability. Research in this area revealed that it is expected that 90% of these large organizations throughout the globe having more and more demands for environmental friendly procedures from their suppliers. Almost half of these organizations state that they have already adapted some type of green processes in

their supply chain. Thinking and acting green by suppliers are the most important expectation of these organizations. Supporting these findings, Reiskin, White, Johnson and Votta (1999) found that organizations are switching from production-focused to service-focused industries followed by an increase in tendency towards outsourcing. In this regard, suppliers are supposed to provide quality rather than quantity in favor of the environment. Therefore, suppliers should address environmental issues while considering sustainability processes. As a result, there need to be different requirements for supplier-customer relationship. That is, supplier expects to increase his/her volume of sale, while on the other hand, customer expect to reduce this amount and his/her costs. However, in service-focused industries, both suppliers and customers are acting in a way that makes it possible to enhance the level of the value and efficiency of the service.

Some non-governmental organizations such as Greenpeace or World Wide Fund for Nature (WWF) try to influence the behavior and attitudes of the customers by identifying organizations that are not adapting environmental sustainable processes. Relative literature states that reductions in energy and resource usage will result in future. Preventing pollution can act as an effective mechanism to prepare more and more efficient production processes (Jackson & Clift, 1998).

According to Khoo, Bainbridge, Spedding, and Taplin (2001), adapting environmental friendly processes can provide organization not only with long-term survival, but also long-term profitability. In addition, built-in economic advantage is among other motivations to adapt environmental procedure; however, this motivation is not accepted to some extent by the literature. That is, there is still doubt if

adapting GSCM guarantees a win-win situation (Reinhardt, 1998; Zhu & Sarkis, 2007).

Regarding the importance of environment as a public good, Reinhardt (1998) states that there is a substantiate need for governmental regulations for proper addressing of environmental quality and environmental well-being. He furthers argues that organizations are less likely to address issues of sustainability; therefore, practicing green activities are not by personal choice of the actors but it should also be accompanied by laws and regulations. Different viewpoints exist in the literature upon benefits of GSCM:

Building competitive advantage by improving the relationship between the members of supply chain (Seuring, 2001)

Retention of employees and customers who are showing green concerns (Thierry, Salomon, van Nunen & van Wassenhove, 1995). Moreover, decreased liabilities, insurance rate ad disposable costs are among other benefits.

Increasing demand by customers for greener products and services calls for suppliers to align with global standards, particularly ISO 14000 (Rao, 2007).

Motivators for going green have the potential to reduce negative impacts on the environment, negative publicity, and fines set by government, and build an image of the organization showing that organization is concerned with green practices. Therefore, globalization can act as an important pressure for adaption of GSCM by organization. Using mortal resources by organization need more and more attention

by organization, specifically where one product is produced by more than one organization (Piplani et al., 2008).

3.4 Current Green Supply Chain Management Practices

Sarkis (2003) has identified a list of green practices: reuse, remanufacture, recycle, and disposal alternatives and reduction. Reuse only affects small part of material structure; remanufacture uses some parts of materials, while recycling refers to total change made to physical structure of the materials. According to Handfield et al. (2005), there are more strategies to be added to the list above.

Green design occurs at product and manufacturing levels. Using green material can address GSCM practices at product level, and issues of environmental friendly activities at manufacturing level. Therefore, goals for less energy, water, and ... consumption can be achieved. Substitution is always followed by green design in which materials with the potential hazard to the environment are replaced by green materials. Extending a product lifecycle also comes along with green design, meaning that products are designed in a way that they are not losing their efficiency and productivity at the end of the life cycle.

Supporting green practices by suppliers help they improve their activities in a more sustainable way; moreover, they are able to address issues of sustainability in other activities within the organization such as a more explicit instruction for sustainable products and services, and cross organizational teams. All stages of product life cycle have detrimental impact on green practices of an organization. First stage, introduction, refers to research and development investments, at growth stage, important issues such as production capacity and logistic channels are addressed; at

third stage, maturity, implementation of process and efficiencies in cost behavior will be covered; and finally, at the last stage, decline, divestiture is needed to be implemented for relative products (Sarkis, 2003). Summary of possible green practices is given in table 1.

Table 1. Typical green-practices (Handfield et al., 2005; Heiskanen, 2002; Matthews, 2004; Sarkis, 2003; Zhu, et al., 2008)

<p>Green purchasing</p> <ul style="list-style-type: none"> • eco labeling of products - cooperation with suppliers for environmental objectives • environmental audit for suppliers' internal management • suppliers' ISO 14000 certification • second-tier supplier environmentally friendly practice evaluation
<p>Cooperation with suppliers</p> <ul style="list-style-type: none"> • for eco/green design • for cleaner production • for green packaging • for more effective ways of transportation
<p>Eco-design with the help of LCA</p> <ul style="list-style-type: none"> • for reduced consumption of material/energy during manufacturing • for reuse, recycle, recovery of material, component parts or other goods • to avoid or reduce use of hazardous products and/or their manufacturing process
<p>End-of-life strategies</p> <ul style="list-style-type: none"> • Components or materials of a product go back in to the supply chain through reuse, recycling or remanufacturing, or are composted. • Extension of product's life cycle.

An important notion is that all GSCM practices are highly related to each other (Zhu, et al., 2008). That is, one practice may have positive or negative impact on the other practice. Zhu et al., (2008), in addition, suggest a multifaceted approach of GSCM procedures, meaning these practices are not summarized only in one practice. It is assumed that by adapting multiple approaches, more economic benefits and enhanced environmental image will be achieved. Moreover, this approach seems to be more appealing by the employees, as a result of understanding the fact that organization's commitment to the environment is not directed only to one criterion.

3.5 Barriers to Green Supply Chain Management

There are still some barriers against the possible benefits of GSCM practices. According to Kogg (2003), some companies are not using GSCM, because they do not follow such goal. Particularly, small enterprises argue that they do not have sufficient power to change suppliers' viewpoint towards sustainable practices. However, there are several strategies that help organization take part in GSCM: working with some other suppliers who are in the same size, paying more for attracting green co-operations, providing facilities for suppliers who are willing to change, using related training and expertise, choosing right partner who is concerned with green practices and mutual growth. Nevertheless, Hervani et al., (2005) identified the reason why organizations are not adapting GSCM practices: lack of sufficient financials, management structure of the organization, as organizations are taking a short-term orientation they are facing limited knowledge and training for practitioners and managerial and employee levels, lack of concern about environment all over the organization, lack of innovative ideas regarding environment, poor relationship with stakeholders. These evidences are obvious in small, medium and large size organizations (Hervani et al., 2005).

Among reasons manifested above, lack of financial resources seems to dominate over other factors. Some organizations are not adapting GSCM practices because they perceive that the costs associated with green practices are higher than normal practices (Robinson & Wilcox, 2008). Almost half of the organizations believe that their costs will increase by showing environmental concerns. However, other 50% agreed that this can act as an opportunity to reduce current costs. According to the findings, less suppliers were showing the overall chain for an organization due to the

lack of sufficient suppliers who are showing environmental concerns (Kogg, 2003). As a result, such organizations are showing a type of dependency on the current suppliers who are not pleasant for other companies. Nevertheless, increasing awareness on environmental impact of organizational activities in the future may result in more tendencies to go green and providing more products and services, which are addressing issues of being green.

According to Handfield et al. (2005), some environment-friendly activities are easy to achieve. An important issue here is commitment of top managers in form of supporting green practices. Specially, knowing what needs to be done by managers at the operational level is of utmost importance. These factors are highly detrimental in the success of green practices of an organization and need extensive rules and information. It seems that companies are having difficulties in preparing a set of information for a proper decision on GSCN (Thierry et al., 1995). That is such information should go beyond the organization and spread among all participating organization in the current supply chain. Ángel Del Brío, Junquera and Ordiz (2008) argue that different organizational cultures can affect the extent to which an organization is successful in implementing GSCM. In addition to their findings, Heymans (2002) has found that leadership style of an organization is another detrimental factor in the success of HSCM practices; that is, weak leadership strategy will not be a good predictor of successful GSCM practices. Moreover, Nathan (2007) points to the issue of just-in-time method and its potential impact on the environment. Differences in design and the conditions may result in different outcomes. That is, just-in-time approaches are suffering from lack of long-term orientation and are not able to address issues of being green.

Chapter 4

TOURISM AND GREEN MARKETING

4.1 Tourism Development: An overview

Defining tourism development is not only focused on the economic growth but also issues regarding social, cultural, political and environmental aspects of tourism must be addressed as well as defining tourism development which is a comprehensively holistic definition (Sharpley & Telfer, 2002) . According to Sharpley and Telfer (2002) “If, however, tourism is to be an agent of development, it is important to understand the theoretical concepts behind the term development and what ideology is behind the strategy driving tourism development”.

Relative research suggest to view development as a process (Ntloko & Swart, 2008). This process can be viewed in terms of physical change. According to Dieke (2005), there are three stages for tourism development. These stages are manifested as discovering new and more interesting destinations by visitors; spreading news regarding the new destination and results, and finally, response from host society to this increasing interest by showing interest in developing their community constructions and services. Accordingly, tourism development is, without a doubt, a holistic approach that encompasses social and economic criteria. However, tourism development has not been based on a holistic approach to consider various dimensions of tourism impact.

4.1.1 Butler's Theory of Tourism Development

There are several theories that address the issue of tourism development. For example, "Butler's model argues that over time a tourism destination has six stages: exploration, involvement, development, consolidation, stagnation and then rejuvenation or decline" (Cole, 2007, cited in ECLAC, 2010). These six factors are illustrated in figure 8. This figure shows factors considering changes in the number of visitors' arrivals, increase in the number of rooms, or changes in public investment in the tourism sector.

- At exploration stage, impact is very low.
- At involvement stage, organizing facilities and formal tourist services are happening.
- At development stage, definition of tourist-market area is addressed and supporting advertisement activities occur.
- At consolidation stage development and promotion of marketing and economic strategies is defined.
- At stagnation stage maximum level of tourist arrival happens, sometime this arrival even goes over the carrying capacity of the destination.

Finally, at decline stage, there will be no more competencies for the destination to be competitive in the current or emerging markets. This decreasing interest for the destination often results in short stay. In this section, facilities, which used to be allocated to tourism sector, will be absorbed by non-tourism actors and tourism will be no more the dominant contributor to the local economy. Therefore, "joint partnership effort between the government and the private sector is necessary".

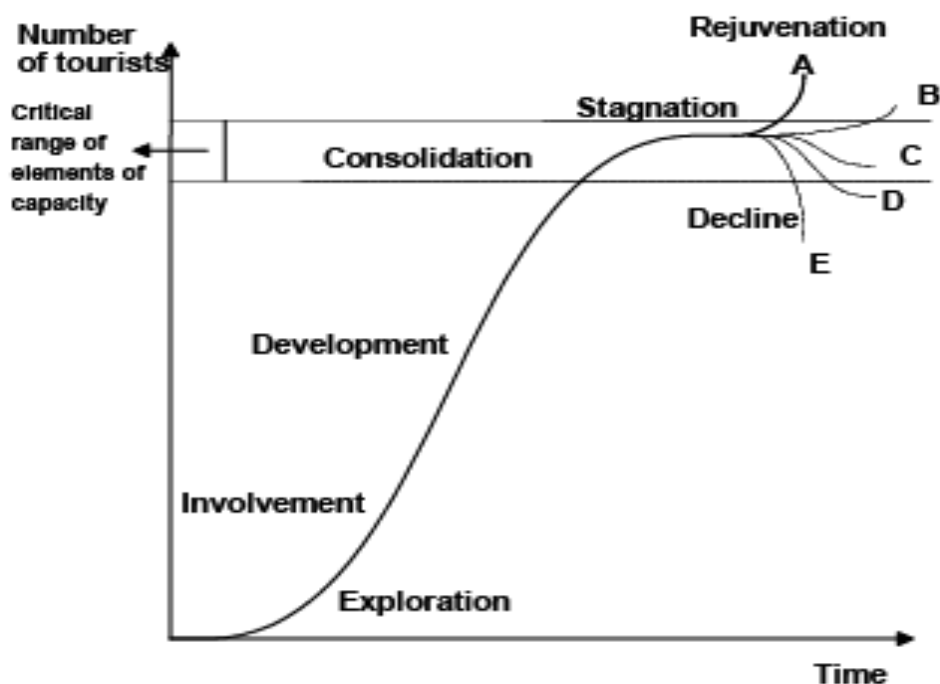


Figure 8. Cyclical Nature of Tourism Development over Time (Butler, 1980)

According to Howard (2006), “as tourism develops across space and over time, there is an array of potential impacts on host communities. However, tourism development occurs within a local context which has existing social, cultural, economic and political phenomena”. Tourism development has passed different stages, which starts from mass tourism and alternative tourism as a solution to the negative impacts of mass tourism. Following section goes over trends in tourism and the evolution of alternative tourism - in particular, sustainable tourism - besides mass tourism over time. In this regard, sustainable tourism is considered as the most desirable form of alternative tourism.

4.2 Tourism Trends

In the 21st century, globalization and, in particular, economic dependency of nations have helped tourism activities to be improved towards modern tourism developments. World Tourism Organization (WTO) made some forecast for the first 20 years of this century depicted in the figure 9:

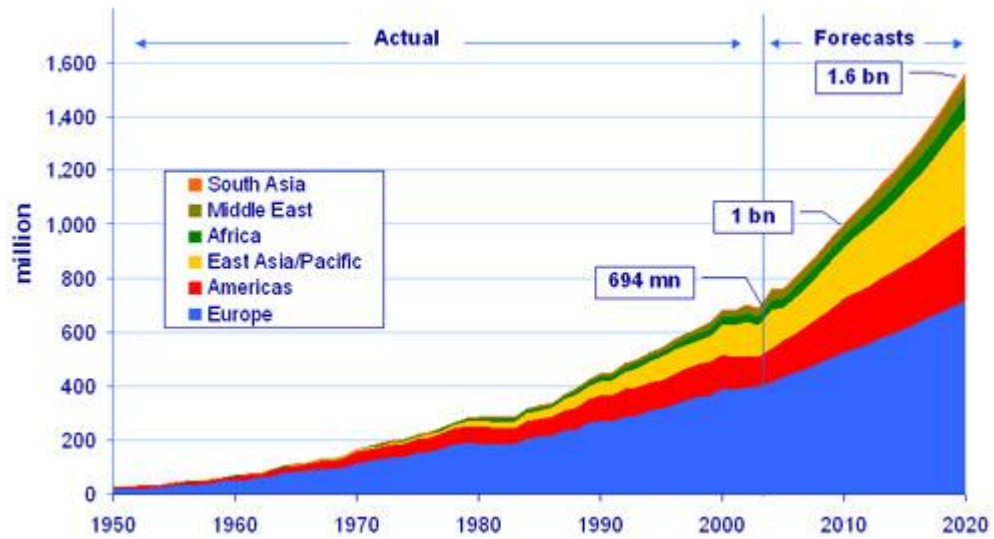


Figure 9. Tourism trends (UNWTO, 2012)

Here, important factor for more successful tourism development is the presence of such organizations, which are operating towards positive tourism development throughout the world. As a leading tourism organization, WTO aims at transferring high technologies into the tourism activities and establishing tourism corporations, which are operating internationally. Contributions of WTO in positive development of tourism activities are proven to have positive role in highlighting the importance of such activities all around the world. In particular, by the end of World War II and due to the emergence of aviation industry, tourism activities were facing steady growth making tourism industry as one of the most powerful industries around the world. Statistically speaking, tourism industry contributes to up to 4.4% of the world's gross domestic product (GDP) and about 200 million people of global employment.

4.3 Evolution of Mass Tourism

Regarding the development of tourism throughout the last few centuries, altering conditions have led to substantial changes in the structure of the industry. As mentioned before, the Industrial Revolution had an immense influence on the

accessibility of the world. The development of the worldwide railway system, the invention of the privately owned motorized car and the rise of civil aviation had a tremendous impact on globalization and changed the way people live.

A much more recent phenomenon with more immediate effects on the emergence of mass tourism is the growing importance of leisure time in modern Western life. Mostly among First World countries, it can be observed that an extensive desire to move has caused a change in the balance of work and leisure. Following the economic system of supply and demand, tourism facilities have spread simultaneously, especially since 1960s. Over the last forty years, it has been proven that the convenience of taking a holiday relates directly to the willingness to spend money on it. Therefore, the emergence of holiday's package with increasing opportunities for a large number of people has had dramatic effects on the rise of mass tourism (Mowforth & Munt, 1998). Thus, the rapid growth of mass tourism is not the result of a single influence or conditional changes isolated from each other. It is the combination of changing conditions and emerging opportunities. The increased inherent demand of leisure time and worldwide traveling coupled with new opportunities to reach remote areas around the world have resulted in tourism for the masses, which is now the most powerful service industry in the world

4.3.1 Economic Impacts of Mass Tourism

Without a doubt, tourism is affecting the host community from the economic perspective. In this case, it is assumed that expenses paid for the development of tourism facilities will, in turn, result in economic contributions to the local community. In addition, tourism activities seem to generate more revenue and job opportunity than other industries. International tourism is known as the invisible export of a country which brings international currency to the host community,

creates business turnover and household income, and provides employment and profits for the government.³⁹ In addition, domestic tourism contribute to the flow of money in the region.

Therefore, if we consider the host region, the tourism activities operated from these regions to other regions inside the country also seems to be considered as the invisible export. However, mass tourism makes the local region to be highly depended on the tourism. The reason for the concern of such practices, goes for the fact that tourism is highly changeable and it is difficult to predict demands for the host region (e.g. price, changing fashions...) and outside (e.g. global economic trends, political situations...) the industry. That is, any changes in the situation of certain destination would immediately affect tourists' perception of that destination.

For example, Spain as a strong tourism destination is facing this problem due to the seasonality characteristic of tourism activities. This characteristic is affecting hotel occupancy rate in different times of the year, leading to hotels shutdowns during off-seasons. Therefore, massive tourism may sometimes positively contribute to the economic growth of host region, but the overall impact of mass tourism in terms of economic contribution seems to be negative, because there is no evidence of which particular tourism activity the most revenue is generated. Moreover, the employment rate from tourism activities are also highly affected by the tourism demands in different periods of the year that result in unstable employment status.

4.3.2 Physical Impacts of Mass Tourism

Environment has changed as the result of tourism development. Land, water, air, oil, soil, etc. are considered as the element of environment. Moreover, people and culture can be considered as the elements of man-made or built environment (e.g.

development of environments for tourism holiday resorts). Tourism infrastructure and hotel accommodation are of the necessity to the tourism development in a certain destination. In addition, highways and airfields are highly contributing to the development of tourism in that region; however, not all these facilities are providing peace and benefits for the local population. That is, infrastructure and facilities are utilizing land which, in turn, the price of land in the host region would dramatically increase.

Moreover, natural resource used by the tourism activities are considerably limited in some specific regions such as small Island; therefore, preserving such natural resources when there is a high demand for these resources seem to be highly challenging for the host destination. In addition, demographic changes are also identified as the result of massive tourism activities between 1960 and 1991. Immigration is one of the most influential facts for such considerable changes in the demographics.

3.4.3 Social and Cultural Impacts of Mass Tourism

Changes in systems, social behavior, family relationships, shared lifestyles, security levels, moral conduct, innovative language, conventional ceremonies and community organizations are categorized as the social and cultural impacts of mass tourism. Different perspective must be considered to identify the social and cultural impacts of mass tourism:

Tourist perspective: the demand for tourism services in addition to their personal motivations, feeling and opinion.

Host perspective: analysis of tourism services which are affecting the local residences and tourism organizations in the host region.

Relationship between tourist and host perspective: the nature of the relationship between these two parties to be recognized and the consequences should be considered.

In the relative literature, socio-cultural impacts of mass tourism are presented negatively. That is the impact of mass tourism on the local region and population is not always positive and would not always result in development of relationships among different nations and nationalities or culture. It is assumed that in a region where there is a vast characteristic diversity, the social impacts of mass tourism will be higher. The relationship between tourist and the host population is based on the characteristics of these two groups and the situation under which this contact is made. There are three contexts under which these contacts are occurring: first, when the tourist is purchasing goods and services from the host, when the tourist and the host are along one another (e.g., On a sandy beach or at a night club performance), finally when both groups are standing face to face with the aim of information and idea exchange.

Therefore, in such cases, tourism is a source of international understanding. In the case of mass tourists, impacts are not necessarily shaped according to direct contacts; that is, any slight changes of tourist behavior and attitudes would result in changes in the attitudes and behavior of the local community. Destinations characterized with mass tourism destination are offering positive benefits for the tourist where tourist is relaxed, free-spending, enjoying his leisure and absorbing the experience of being in

a different place. However, the host community is spending considerable time and effort to satisfy their needs and desires if employed in the tourism industry. Social impacts refer to the changes in the quality of residents' lives in tourist destinations.

Different people show different attitudes and behavior, either positive and active or negative and passive. It is assumed that as long as the positive contribution of tourist arrival to the host destination in terms of economic is proven, the arrival of more tourists are welcomed; but when it is considered to exceed the limits in terms of tourist arrival, the negative outcomes are coming to play. Different situations in which feelings of tourist resentments are provoked have been identified; these situations arise from different conditions:

The physical presence of tourists in the destination area: In particular, if the presence of tourist occurs in large groups. Host community often share facilities and services with the tourist and are referring to congestion as problem. Obviously, large number of tourists results in congestion of such facilities and services. Dispersing tourists can reduce tourist densities so that the ratio of tourists to hosts is reduced without decreasing the number of tourist arrivals.

The demonstration effect: The host community tends to resent visible economic superiority of the tourist and try to imitate their behavior. Different foreign ideologies and life styles introduced to the host communities due to the tourism activities show the international or foreign domination of tourism industry. Moreover, the local community is more and more depended on the revenue and the income generated from tourism activities. Hosts may develop an inferiority complex that start out a process of imitation. Relative literature working on demonstration

effect believes that tourism activities have considerable effect in changing attitudes, behavior and lifestyle and result in division among local population.

Foreign ownership and employment: The employing non-locals in executive and professional positions, with greater responsibility and higher salaries, instead of local residents, also provokes resentment. These elements are highlighted in the current literature and often referred to as outgrowths of neo-colonialism.

In short, mass tourism which is also referred to as *beast* in some relative literature is no doubt one of the most important forms of tourism which is affecting natural and cultural conditions of the host community and region. In addition, products, goods and services offered by mass tourism are comprehensively similar: the Mediterranean beach holiday offers the same combination of architecture, facilities, food, and entertainment regardless of its location, as in Greece, Italy, Spain or Turkey. Local residents serve rich tourists. Any other contact between visitors and the local population is often unwanted. This kind of tourism does not provide a better understanding and even embodies a kind of "post-colonialism".

The promotion and destination image are fundamental to the destination, which deserve careful construction and preservation. This image is controlled by 'image-makers' in the host community who are in charge of selecting, organizing, combining and editing produced and distributed goods and services. Important notion here is that negative or false image affects the culture and authenticity of local region, which may result in a bad feeling and cause resentment among local people.

Different impacts of mass tourism and their consequences are enormous. In order to overcome these negative possible impacts, sustainable tourism have been introduced as a form of alternative tourism which is trying to preserve natural and cultural heritage of the host community along with offering positive contribution in terms of economic. Before addressing issues of sustainable development and in particular sustainable tourism, following section provides relative information regarding alternative tourism as a form of tourism, which is offered replace mass tourism.

4.4 Alternative Tourism

Due to the fast development of mass tourism over the world, some negative impacts of such tourism activities came to play. Mass tourism is characterized with its counterproductive nature that contents no money would stay in the local community and there will be no contribution in terms of revenue generation. “It is quite often the hotel or mega-resort that is the symbol of mass tourism’s domination of a region, which are often created using non-local products, have little requirement for local food products, and are owned by metropolitan interests” (Fennel, 2003).

Different impacts are identified as the negative outcome of massive tourism such as harm to the nature, environment, society and culture. Moreover, water pollution in the Mediterranean Sea, deforestation and soil erosion in the Himalayas or littering upon Nepalese mountain tracks also can be categorized as the current damages of mass tourism. Hence, it is placed by massive tourism. These new approaches towards tourism are called alternative tourism (Mowforth & Munt, 1998). Alternative tourism on its own can form different types of tourism activities of which sustainable tourism is the most preferred and ideal form of tourism activities.

4.5 Sustainable Development

To better understanding of sustainable development, first, there is a need to distinguish between two concepts, to sustain and to develop (Bottrill, 2010). Below is a table which represents concepts of sustain and develop.

In light of information given above, definitions are against each other, Therefore, Bottrill (2010) suggest that it is advisable to take into account the definition of the verb Manage (Table 2).

As stated above, ‘management’ is often used as an ambitions term (Page, 2009). Above all, important issue here is that tourism should be managed in a way that is potentially and actually developing in the course of time, either locally or globally. Therefore, sustainability will never be addressed unless appropriate management process is undertaken. Page (2009) addressed some activities associated with the management of sustainable tourism. These activities are illustrated in table 2.

Table 2. Concepts of Sustain and Develop (Bottrill 2010)

<p>SUSTAIN: to keep something going or alive</p> <p>To make something last in an appropriate or healthy way</p> <p>DEVELOP: to create something new</p> <p>To improve something</p> <p>To change something</p> <p>To reach a goal</p> <p>MANAGE</p> <p>To plan or organize</p> <p>To be responsible</p> <p>To lead</p> <p>To make decisions</p> <p>To use resources in a proper way</p> <p>To make the most of something</p> <p>PLANNING To set goals and identify means by which goals can be achieved.</p> <p>ORGANIZING To breakdown general functions into more functional tasks which will be assigned to individuals.</p> <p>LEADING To identify models of employee motivation for more effective performance, that have the potential to contribute to the achievement of organizational goals.</p> <p>CONTROLLING To recognize ways for collecting appropriate information for current tasks.</p>
--

As stated earlier, SD is depended on involvement of all stakeholders and is either directly or indirectly related to management philosophy. Therefore, all of above-mentioned activities are based on the decisions made by managers, enterprises, local community and host society, to be able to contribute to achievement of goals and strategies associated with tourism management. “The realization of research and analysis in the sustainability literature can be classified under the themes of establishing frameworks, providing reporting standards, developing indicators, constructing codes of practice and identifying pathways and processes to foster sustainability” (Hannam & Atelievic, 2008). Table 3 provides the extended explanation of SD in the current literature.

Table 3. Extended Explanations of Sustainable Development (Harris and Goodwin, 2001); (Khatri, 2010)

Economical Sustainability

An economically sustainable system must have the capacity of consecutively producing goods and services, to sustain a manageable level of government and external debt, also to ensure against the undermine of extreme unbalances in aspects of agriculture or manufacturing production.

Social Sustainability

A socially sustainable system must accomplish an equitable distribution and opportunity, adequate provision of social services, consisting of health and education, gender equity, political accountability and participation.

Environmental Sustainability

An environmentally sustainable system must sustains a steady resources foundation, avoiding an over exploitation of renewable resources, meanwhile preventing from a depletion of non-renewable resource. This contains maintenance of biodiversity, stable environment, and other ecosystem functions but not generally marked as economic resource.

In the meantime, sustainability has been elevated to consider more than three dimensions (social, economic and environment). Two more dimensions have been added to the concept, which are public policy and technology. Therefore, two more indicators are allowing for enhancing the power of the concept in its approach to development and economic growth. All five dimensions are clearly illustrated in figure 10.



Figure 10. Dimensions of sustainable development

4.6 Sustainable Development and Sustainable Tourism

Sustainability is a force in the industry of tourism in the last twenty years which proposes novel orientations for public policy and sustainable tourism as a new theory and concept. There have been numerous initiatives from the perspective of institutions which have formed a framework for applied development as well as theoretic subjects. Sustainability also helped expanding the paradigm of sustainability as a specification of a type of tourism which is rather new and contemporary.

Concept of sustainable development was first introduced in 1980, when there was an increasing concern with the well-being of the environment, natural resources and equity in the society (Hunter, 1997; Mowforth & Munt, 2009). Sustainable development was defined as ‘development that meets the needs of the present without comprising the ability of future generations to meet their own needs’ (WCED, 1987).

On the other hand, United Nations World Tourism Organization (UNWTO) defined sustainable tourism as ‘development that meets the needs of the present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems’ (Inskip, 1998). Defining sustainable tourism (ST) and sustainable development (SD) seemed to be controversial for many years. (cf. Butler, 1999; Sharpley, 2000; Wall, 1997). According to Sharpley (2000), certainly there is incongruity between the concept of ST and SD. A clear definition of ST is still scarce the relative literature (Sharpley, 2000; Mowforth & Munt, 2009). That is, providing a clear definition for ST and SD requires a full recognition of different aspects of SD (Clarke, 1997; Swarbrooke, 1999; Farrell & Twining-Ward, 2005). Tourism activity occupies an important position regarding to the contribution of sustainable development. At first, it is such a dynamic industry which grows tremendously fast and contributes substantively in terms of economic year by year. Secondly, it functions as a bridge, which connects consumers, tourists, industry, environment and local communities (UNEP & UNWTO, 2005).

In line with the special relationship, visitors, regarded as consumers, always directly visit the product and producer, which is so called tourism sites and communities. This lead to another three essential and exclusive factors of the relationship between tourism and sustainability. Table 4 provides information regarding these important factors (UNEP & UNWTO, 2005).

Table 4. Three Aspects between Tourism and Sustainability (UNEP and UNWTO, 2005)

Three Aspects	Relationship between Tourism and Sustainability Interaction
Interaction	The essence of tourism is to provide a brand new experience for visitors, served in a totally new and fresh place, which definitely involves and interacts with different hosts and local lands and surroundings.
Awareness	People can be educated through all the tourism activity and come to realize that the importance of sustainable development, not only in protect local environment and culture, but also be aware of the sustainable issues and apply themselves to the continuous efforts. Dependency Many of the tourist activities is founded on a popular site, which visitors can experience in a welcome atmosphere, such as beautiful natural areas, authentic history, challenged adventure and unique culture. This tourism industry relies upon these properties very much.
Dependency	Many of the tourist activities is founded on a popular site, which visitors can experience in a welcome atmosphere, such as beautiful natural areas, authentic history, challenged adventure and unique culture. This tourism industry relies upon these properties very much.

The important notion here is that such relationship can affect both positively and negatively. In positive terms, such relation can be offered in form of more job opportunities regarding tourist arrivals, attracting more and more investments for the host community touristic sites. Moreover, increasing awareness among people about the local cultural background and historical heritage and encouraging for more protection of natural and cultural heritage can be a positive attribute of sustainable tourism. However, the dark side of tourism activities appear when the fast growth rate of tourism visits are potentially damaging above mentioned resources. That is, damaging ecosystem, extinction rarely found breeds and finally considerable damage to natural resources is among negative impacts of tourism activities. As a result, there

is a call for the participation of all stakeholders in tourism industry to conserve resources and reduce damages to its minimum possible level.

The UN World Tourism Organization (UNWTO) has given a full explanation of sustainable tourism so that sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability (UNWTO, 2005).

Therefore, according to the explanation by UNWTO, sustainable tourism should follow the guidelines as below (Table 5).

Table 5. Sustainable Tourism Guidelines (UNEP, 2004); (UNEP & UNWTO, 2005); (UNWTO, 2004b)

Environment
Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
Socio-cultural
Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
Economic
Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Table 6 lists 12 aims for sustainable tourism.

Table 6. Twelve Aims for Sustainable Tourism (UNEP and UNWTO, 2005)

Economic Viability

To ensure the viability and competitiveness of tourism destinations and enterprises, so that they are able to continue to prosper and deliver benefits in the long term.

Local Prosperity

To maximize the contribution of tourism to the economic prosperity of the host destination, including the proportion of visitor spending that is retained locally.

Employment Quality

To strengthen the number and quality of local jobs created and supported by tourism, including the level of pay, conditions of service and availability to all without discrimination by gender, race, disability or in other ways.

Social Equity

To seek a widespread and fair distribution of economic and social benefits from tourism throughout the recipient community, including improving opportunities, income and services available to the poor.

Visitor Fulfillment

To provide a safe, satisfying and fulfilling experience for visitors, available to all without discrimination by gender, race, and disability or in other ways.

Local Control

To engage and empower local communities in planning and decision making about the management and future development of tourism in their area, in consultation with other stakeholders.

Community Wellbeing

To maintain and strengthen the quality of life in local communities, including social structures and access to resources, amenities and life support systems, avoiding any form of social degradation or exploitation.

Cultural Richness

To respect and enhance the historic heritage, authentic culture, traditions and distinctiveness of host communities.

Physical Integrity

To maintain and enhance the quality of landscapes, both urban and rural, and avoid the physical and visual degradation of the environment.

Biological Diversity

To support the conservation of natural areas, habitats and wildlife, and minimize damage to them

Resource Efficiency

To minimize the use of scarce and non-renewable resources in the development and operation of tourism facilities and services.

Environmental Purity

To minimize the pollution of air, water and land and the generation of waste by tourism enterprises and visitors.

4.7 Sustainability in the Tourism Industry

The tourism industry is of the fastest growing industries worldwide which has a considerable economic contribution to the local economy. However, this industry has always been criticized for its actual and potential damage to the environment and local community. Moreover, unsustainable practices associated with tourism activities are negatively affect global approach towards traditional tourism activities. These negative impacts can be categorized as lack of commitment to some destinations; control is undertaken by large transnational corporations; physical elements are planned without the consideration of sustainability and finally, tourism

actors are not actively engaged in effort to increase public awareness towards sustainability (Swarbrooke, 1999; Mowforth & Munt, 2009). Moreover, tendency towards short-term profit maximization instead of long-term sustainability in tourism activities are also among other shortcomings of unsustainable tourism activities (Swarbrooke, 1999; Mowforth & Munt, 2009).

According to Bansal (2002), “organizational goals are tied to economic performance, not environmental performance or social equity” and that “this orientation is understandable given that a firm’s time horizon is considerably shorter than society’s” (p, 124). However, Mowforth and Munt (2009) believe that there are still some sustainable tourism activities undertaken by some tourism actors.

4.7.1 Industry Self-Regulation

Enforcing laws and regulations in addition to voluntary standards and activities are fundamentals of sustainability in the tourism industry (Bohdanowicz, Simanic & Martinac, 2005). Unfortunately, specific nature of tourism industry with its high cross-sectional nature makes it difficult for regulators to enforce a proper laws and regulations. Specially, regarding the difficulties in specifying the concept of sustainability, it seems to be more difficult to set regulations for sustainable tourism (Mowforth & Munt, 2009). Therefore, Bramwell and Alletorp (2001) argue that most countries are trying to achieve sustainable tourism based on self-regulation processes. Different approaches that are addressing sustainability are manifested as environmental auditing, Eco-labeling and certification; and codes of conduct. Below is the summary of logic behind adapting these practices; Self-regulation is adapted by organizations and tourism actors with the aim of increasing creative thinking to solve problems and encourage organizations to go beyond minimum standards (Hjalager, 1996; Field, 1994). Such organizations are establishing business

processes, which are aimed at increasing positive impact on the environment and the society (Bramwell & Alletorp, 2001). However, Cannon (1994) argues that it is difficult to differentiate between morality and self-interest of these organizations for adapting sustainable practices.

Sustainable processes are biased for their tendency towards environmental issues, and industry initiatives are suffering from their single approach towards sustainability (Swarbrooke, 1999). Moreover, responsible organizations, such as UNWTO or WTTC, are trying to promote the industry through growth, profit maximization and capital accumulation and lack a holistic approach to improve sustainable development (Mowforth & Munt, 2009).

4.7.2 Attitudes towards Sustainability

Regarding attitudinal problem as the most influential problem for change, addressing issues of manager's attitudes seems to be critical (Dewhurst & Thomas, 2003). According to Hobson and Essex (2001), general existing attitudes towards environment and implementation of sustainable practices seem to have detrimental impacts. There are several outcomes from the studies related to tourism actor's attitudes towards sustainability and SD. According to the findings of Bramwell and Alletorp's study (2001) in Danish tourism sector, it is revealed that senior managers believe that the primary responsibility for sustainable processes is for the government or governmental enterprises. However, for tourism activities to be successful in their path towards sustainability, not only governmental enterprises, but all tourism actors all over the industry are responsible for the impacts of their activities towards SD.

4.8 Dimensions of Sustainable Tourism

Achieving sustainable tourism and sustainable development needs ongoing processes which are supporting the idea of sustainability and green practices, while adapting such processes needs a careful monitoring, measurement method and conservation functions. However, the notion of tourism satisfaction and pleasant experience for tourists should not be neglected by tourism operators; these tourism businesses should try to educate tourists in order to enhance their awareness about the issue of sustainability (UNWTO, 2004).

Several trends have been proven to have detrimental impact on development of ST, these trends can be manifested as change in climate, increase or decrease of population in different areas, availability of resources, globalization and constrains towards wealth, and technology. Therefore, tourism is not only able to conserve and develop natural and cultural heritage but also regarding its negative impacts, it can negatively affect social, economic and environmental authenticity of host community.

As an important challenge towards ST, Page (2009) refers to the difficulties associated with the evaluation methods by which the impacts of tourism activities can be measured. Regarding the contribution of tourism activities for both physical and built environment, it seems to be difficult to distinguish between the real economic impact caused by tourism sector or other economic sector. Moreover, seasonality and difference in geographical destinations, makes it difficult to precisely measure the impact of tourism activities. Moreover, they refer to socio-cultural

impacts of a positive spirit in the community, crime rate, and impacts on environment can be referred to as noise, wildlife, litter and erosion.

4.8.1 Economic Dimension of Sustainable Business Practices

Economic sustainability refers to “a business’s ability to make profit in order to survive and benefit the economic systems at the local and national level” (Roberts & Tribe, 2008). Economic impacts are listed as creation of job, increasing opportunity for local salary, contribution to economic growth of host community, which are addressed by the businesses practicing sustainable processes. Moreover, suppliers as important actors practicing businesses in the overall supply chain contribute to the economic dimension of sustainability, while they are maintaining their corporate profitability and financial stability (Landrum & Edwards, 2009).

4.8.2 Socio-Cultural Dimension of Sustainable Business Practices

Defining socio-cultural dimension of ST seems to be challenging, because there is a need to define three important concepts as society, community and the culture. According to Roberts and Tribe (2008), socio-cultural sustainability refers to interactions in the society, relations and current values in the local community, which occurs among people. Regarding socio-cultural dimension of ST, key issues to sustainability in tourism practices are establishing appropriate relationship between host and guest, providing opportunities for local community to participate in the operations associated with tourism activities and spreading this positive attitude among visitors to respect the culture of local community (Roberts & Tribe, 2008). However, like other impact of tourism, socio-cultural impacts of tourism can also appear to be negative. For example, overcrowding in developing countries, McDonaldization, demonstration effect and so many other factors are the negative impact of tourism on the local society and culture (Mason, 2003).

Socio-cultural dimension of tourism activities have been proved to have detrimental in developed countries as well. That is, in some host communities the current cultural aspect are changing and losing their credit for the sake of tourists. Changing current daily life of host community may result in pseudo-events which are assumed to be more acceptable by visitors by facilitating the traditional authenticity of events (Mason, 2003).

Therefore, as an activity towards promoting host community's cultural background, Roberts and Tribe (2008) suggest educating the tourists to be more respectful for the culture and the history. For example, this legitimacy can be provided in the local food and drinks. Important part of socio-cultural dimension of sustainable practices is the involvement of local community; that is, to support local activities in terms of sponsorship, membership in NGO, etc. (Roberts & Tribe, 2008).

4.8.3 Environmental Dimension of Sustainable Business Practices

Among other important impacts of tourism activities, environmental issues are of utmost importance, which received considerable attention in the relative literature. For example, in the hospitality related research, some factors such as energy saving practices, careful water waste, use of unbleached and undyed fabrics and recycling processed have been addressed as important approaches towards sustainability. Unfortunately, there has been a gap between the concept and the action taken towards such practices. Most hotels are not really applying such practices, because it is believed that applying such practices are costly for the hotel and dose not contribute to the profitability of current practices. According to the studies, Green building can be referred to as another aspect of environmentally concerned activities for a business to go green in the hospitality sector (Landrum & Edwards, 2009; Deng & Burnett, 2000; Butler, 2008). Moreover, issues of sustainability are becoming

more and more important when the awareness of environmental impact of tourism is increasing among both the visitors and the employees. Therefore, there is a raising need for educating tourists and staff for green practices (Mowforth & Munt, 2009).

4.9 Environmental Context

Tourism is a holistic approach that is using considerable resources such as land, water, staff, energy, and waste (Tao & Wall 2009). To reduce the negative impacts of such practices, Page (2009) suggests that there is a need for the involvement of public sector in managing and planning of abovementioned resources. Benefits and losses associated with tourism activities in the environmental contexts is presented in the table 7 (Bottrill, 2010).

Table 7. Benefits and losses of tourism in the context of environment (Bottrill, 2010)

Benefits	
Conservation and protection of natural areas	Increase local environmental awareness
Avoiding poor landscape design	
Avoiding disturbance of wildlife	
Environmentally suitable land use and site planning	
Plan for environmental hazards such as erosion, land slippage, damage from high waves, flooding, and earthquakes	
Prohibition of certain activities in special areas	
Support of environmental agencies	
Losses	
Unsustainable use of resources	
Dependence on natural resources	
Management of visitor flows	
Construction and development	
Aesthetic impacts on natural landscapes	
Difficulties in control of water usage, waste management, air pollution and noise	

4.9.1 Socio-Cultural Context

When the development of tourism activities are leading into mental impacts, there seem to make conflict among tourists and the host population. Attitudes towards

tourism from the destination's perspective may affect policies and support of public sector or even make tendency to show conflicting reaction towards tourism. As a result, interaction between tourists and hosts are based on the nature of difference itself, visitor-to-resident ratio, number of tourist visible in the host community, and extend of tourism development, level of international investments and employment (Page, 2009). According to Collins-Kreiner (2010), even though considerable attention is paid to the host society, little attention is paid to the impacts of tourism activities on tourists. They believe that, tourism impacts on visitors should be addressed based on the time and strength of tourist's experience. For example, the extent to which a tourist is affected by his/her trip to a specific destination. Below is the list of benefits and losses associated with tourism activities in the socio-cultural context (Table 8) (Bottrill, 2010).

Table 8. Benefits and losses of tourism in the context of socio-culture (Bottrill, 2010)

Benefits
Improvement of standard of living
Education and capacity building
Encouragement of cultural identity
Revitalization of cultural heritage
Cross-cultural exchange and understanding
Employment
Community building
Personal autonomy
Personal growth and development
Losses
Commercialization and staged authenticity
Changes in occupational structure
Archaeological deterioration
Changes in cultural landscapes
Loss of special places
Crime and drugs, sex tourism, child labor
Changes in social values
Child labor
Overflow of tourists

4.9.2 Economic Context

Relative literature on sustainable tourism have pointed out the general belief that, in exchange for environmental and socio-cultural impacts, tourism is able to contribute to the economic situation of local community (Frauman & Banks, 2010).

Economic impacts of tourism activities are shaped in the form of accommodation, transport, attractions, travel agents, and the destination organization sector (Page, 2009). According to Digance (2003) tourism is a source of revenue in terms of cathedral maintenance and repair. Important notion here is that, tourism should

ensure the complementary effect of its activities rather than exchanging one activity with another (Tao & Wall, 2009).

However, Tao and Wall (2009) believe that tourism is not the only sector which is utilizing resources, while other industries are also taking part in the resource consumption; therefore, if SD is the aim of all activities, there must be a balance between tourism and other active sectors. Table 9 represents benefits and losses associated with tourism in the context of economy.

Table 9. Benefits and losses of tourism in the context of economy (Bottrill, 2010)

Benefits
Employment and income (direct and indirect)
Multiplier effect in communities
Stimulation of local entrepreneurship
% of GDP = foreign exchange earnings
Tax income
Foreign investment
Improvement of infrastructure
Income maintenance and prevention of emigration
Losses
Dependency on one particular form of activity
Income distribution
Increase of prices for locals
Driving up the cost of land and labor
Leakages of tourism expenditure
Demand influenced by external factors
Seasonality in the consumption and production leading to limited returns on investment.

Due to the use of supply and value chain concepts interchangeably in the context of economic chain, Feller, Shunk and Callarman (2006, 6) argue that tourism industry distinguishes between these two concepts in following ways:

Firstly, when a case study analysis is adapted, it refers to value chain analysis; for example, the study on ‘The Tourism Sector in Mozambique: A Value Chain Analysis’ (2006) or SNV’s study ‘Tourism: more value for Zanzibar – a value chain analysis’ (2010) applied by World Bank’s study.

Supply chain analysis, on the other hand, is more adapted in research publications by researchers. For instance, Zhang, Song and Huang study on ‘Tourism supply chain management: A new research agenda’ (2009), the study of Tapper and Font on ‘Tourism supply chains: Report of a desk research project for the travel foundation’ (2004) or the study of Yang et al. on a ‘Game-Theoretic Approach to Competition Dynamics in Tourism Supply Chains’ (2009).

In-depth review of literature in the context of tourism shows that concepts of value and supply chain are used interchangeably (Figure 11).

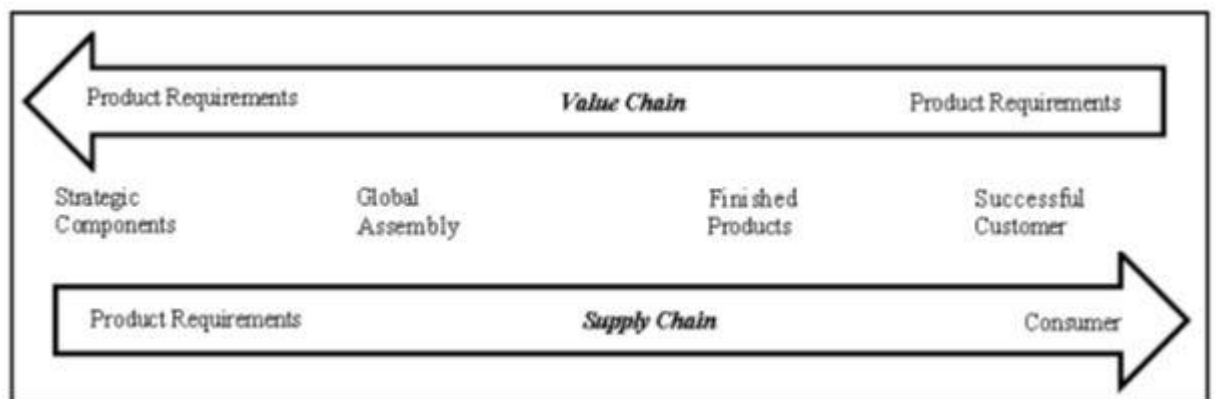


Figure 11. Value chain and supply chain comparison (Feller, Shunk and Callarman, 2006)

4.10 A model of Supply Chain in Tourism

According to Tapper and Font (2004), there are four types of stakeholders for a typical tourism supply chain (TSC): “the tourism supplier, tour operator, travel agent

and customer” (Tapper and Font: 2004, 3). these stakeholders are managed in a “single linked chain” (Tapper and Font: 2004, 3).

A holistic understanding of tourism supply chain needs a proper distinction between inbound and outbound tour operators (Figure 12).

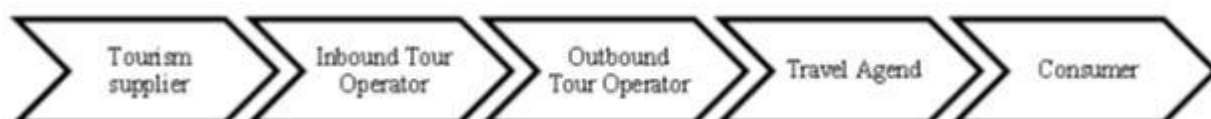


Figure 12. The tourism supply chain (Tapper and Font, 2004)

4.10.1 The Tourism Supplier

Tourism supplier can be any organization managing the “interactions and the experience of individual tourists with each tourists attraction” (Bonera and Corvi: 2005, 10). In developing countries, tourism suppliers are enterprises of small and medium size, which have featured by their limited technical background, limited internal power and are suffering from the lack of knowledge on market and consumer. In general, tourism suppliers are able to cover the consumer demand for the final product. That is, tourism suppliers are providing their products and services to inbound tour operators.

4.10.2 The Inbound Tour Operator

Inbound tour operator are the primary intermediary within the tourism supply chain. In developing countries, they are enterprises of small and medium size. They are specifically operate in especial segment or geographical region. Inbound tour operators generally integrate different tourism service or product as a single tour in their region or geographic (Bonera and Corvi: 2005, 10). There is also a relation

between inbound and outbound tour operators in developing countries trying to guarantee the quality of services and product offered to the consumers.

4.10.3 The Outbound Tour Operator

Second intermediary in the tourism supply chain are outbound tour operators. Outbound tour operators are highly active in the context of tourism industry and in developed countries they are in close relationship with customers. For example, outbound tour operators are providing a variety of tour packages to different destinations (Bonera and Corvi: 2005, 11). Most powerful and largest stakeholder in tourism supply chain seems to be outbound tour operators. They are known in terms of their comprehensive knowledge on demands from tourism side, and they are initiating activities related to marketing and retailing processes.

4.10.4 The Travel Agent

Third parties in tourism supply chain are shaped by the group of travel agents. According to Bonera and Corvi, (2005), however, increasingly level of outbound tour operators activities in terms of direct selling processes to the consumers, the role of travel agents are almost diminishing as influential party in the tourism supply chain.

Explicit analysis of actors in the tourism supply chain revealed that outbound tour operators are the most detrimental actors in current chain (Bonera and Corvi, 2005). In line with this findings, Tapper and Font (2004) found that outbound tour operators are the most influential and powerful actors who are acting upon “activities throughout the tourism supply chain, since they direct and influence the volume of tourism, the tourist destinations and facilities that are used” (Tapper and Font: 2004, 4). Their findings are indeed in consistent with the findings regarding global supply chain.

According to the findings of research on Asian community base tourism and their relative supply chain revealed that in average, only up to 5-10% profit margin was achieved by tourism suppliers, while the profit margin generated by outbound operators are up to 20%, and also the average profit margin earned by inbound tour operators were estimated to be around 10% (STDC: 2009; 12-15).

4.11 Green Supply Chain Management (GSCM)

Green supply chain refers to activities which are considering issues of green solution in their activities. There are three areas of activity for green supply chain in the hotel industry: procurement, manufacturing, and distribution activities. As an important element of logistics and supply chain strategy in today's activities, green supply chain is adapting green processes and aims at providing profit and market share (Herrera, 2011).

Going green for practitioners is of concern in green supply chain management within organizations. Green supply chain management activities have the potential to provide win-win situation for organizations and environment.

For example, there has been an increasing interest in green product among consumers of the Venetian/Palazzo, which is a convention driven operation. Robert Lindsay (2012) stated that the organization approaches towards environment is highly determined by consumers. Such customers are willing to pay premium prices up to 5% or even more for green products and services.

Searching in the local purchasing alternatives with a focus on regions like southern Utah, Pahrump, northern Nevada and southern California for different products such as beef chicken or dairy products is a part of green strategy in Venetian /Palazzo.

Existing vendors with whom Venetian/Palazzo is cooperating are those who are using green approaches and best practices such as recycling activities, decreasing the level of energy consumption that are able to reduce costs associated with purchasing behavior (R. Lindsay, personal communication, June 15, 2012).

Marriott International and many large suppliers for the hotel industry have launched the Hospitality Sustainable Purchasing Consortium has been applied by Marriot International and other large suppliers targeting to enhance green purchasing list as a guideline of purchasing activities in the hotel industry (Herrera, 2011).

As a good example, The Oregon Hilton's Doubletree Hotel can be referred to as a hotel setting that is adapting green logistics and supply chain.

On the other hand, InterContinental Hotels Group tries to establish green supply chain by their specific code of conducting and monitoring programs for their suppliers (Green Hotelier, n.d). Following section provides more detailed information regarding green supply chain management.

Sustainability concerns are among the least issues addressed by the businesses that are working especially in direct relation with environment. Due to lack of regulation support by government, products and services created by the organizations are less likely to pay attention to the costs related to the public goods namely environment. Pollution in water, weather and degrading of forests continues. Up to now, there is a dearth of practical by which costs of damages on the environment can be added to the cost of that product or service in form of end-price. Even though some activities such as European Union carbon emission trading scheme approach towards costs of

carbon emission to be added as the costs of the product, still has not produced a clear outcome (Bond, 2008; Carlen, 2003).

Fortunately, managers and innovators are trying to refer to their own social and personal ethics while treating environment (Reinhardt, 1998). On the other hand, increasing awareness among consumers regarding environmental issues makes organization adapt those types of approaches that are able to provide a balance between their performance and the well-being of environment (Basu & Wright, 2008). Moreover, some organizations consider going green as an opportunity for them to build a strong competitive advantage. According to the studies, increasing demands by consumers' side and development in their moral codes concerning environment can put pressure on government to set more extensive environmental rules and regulations, and force organizations competing in the market to develop their efficiency towards environmental sustainable activities.

Srivastava (2007) refers to Green Supply Chain Management (GSCM) as the way in which innovative practices and organizational policies of the total supply chain try to address issues of sustainability in the environment.

Zhu et al., (2008) argue that there are few researches on GSCM, while this important phenomenon deserves more attention. Green supply chain management can provide opportunities for cost saving, better efficiency and profitability in terms of increased awareness among consumers in addition to its basic belief; that is, its important positive impact on the environment. However, Davis and Hochman (2009) refers to activities such as changing approaches of the organization in their official websites or even changing mission statement of the organization to address green issues such

as “green washing”. That is, such organizations are pretending to be an environmental conscious business while in reality they are not able to cover their promise. GSCM tries to provide a win-win strategy by which organizations are able to improve their current performance at the same time, preserving the natural environment. By adapting such strategies, organizations are able to respond to the increasing demand from consumers’ side and also they are able to even exceed demands from governmental aspect of regulation. These types of organizations are not only accepting the notion on sustainability but also they are able to build a competitive advantage for themselves (Pun, Hui, Lau, Law, & Lewis, 2002).

4.11.1 Importance of GSCM

Literature provides reasons for the growing importance of GSCM in success of the organizations. Actual and potential customers, competitors, staff, possible investors, government and environmental actors and regulators, non-governmental organizations (NGOs), and so many others are considered to be stakeholders of a business who are highly interested in strategies that are addressing issues of sustainability.

For example Robinson & Wilcox (2008) refers to the pressure from international organizations as a clear example of pressure from stakeholders. Research in this area revealed that it is expected that 90% of these large organizations throughout the globe having more and more demands for environmental friendly procedures from their suppliers. Almost half of these organizations state that they are adapting some type of green processes in their supply chain already. Thinking and acting green by suppliers are the most important expectation of these organizations. Supporting these findings, Reiskin, White, Johnson & Votta (1999) found organizations switching from production-focused to service-focused industries followed by an increase in

tendency towards outsourcing. In this regard, suppliers are supposed to provide quality rather than quantity in favor of the environment. Therefore, suppliers should address environmental issues while considering sustainability processes. As a result, there need to be different requirements for supplier-customer relationship. That is, supplier expects to increase his/her volume of sale, while, on the other hand, customer expect to reduce his/her costs. However, in service-focused industries, both suppliers and customers are acting in a way that makes it possible to enhance the level of the value and efficiency of the service.

Some non-governmental organizations such as Greenpeace or World Wide Fund for Nature (WWF) try to influence the behavior and attitudes of the customers by identifying organizations who are not adapting environmental sustainable processes. Relative literature states that reductions in energy and resource usage will result in lower costs (Jackson & Clift, 1998; Rao, 2007; Srivastava, 2007). Preventing pollution can act as an absolute mechanism to prepare more and more efficient production processes (Jackson & Clift, 1998).

Therefore, it is obvious that there are several reasons for implementation of green procedures, among all these reasons the most explicit reason is to build strong competitive advantage over competitors (Geyer & Jackson, 2004; Mahler, 2007; Markley & Davis, 2007; Piplani, et al., 2008; Rao, 2007; Rezaee & Elam, 2000; Sarkis, 2003; Suppliers' perspectives on greening the supply chain, 2001; Zhu, et al., 2008).

According to Khoo, et al. (2001), adapting environmental friendly processes can provide organization not only with long-term survival, but also long-term

profitability. In addition, built-in economic advantage is among other motivations to adapt environmental procedure; however, this motivation is not accepted to some extent by the literature. That is still there doubt if there will be a guarantee for a win-win situation by adapting GSCM (Reinhardt, 1998; Zhu & Sarkis, 2007).

Regarding the importance of environment as a public good, Reinhardt (1998) state that there is a substantiate need for governmental regulations for proper addressing of environmental quality and environmental well-being. He furthers argues that organizations are less likely to addresses issues of sustainability; therefore, practicing green activities are not by personal choice of the actors but it should also be accompanied by laws and regulations.

4.11.2 Different Viewpoints Exist in the Literature upon Benefits of GSCM

Building competitive advantage by improving the relationship between the members of supply chain (Seuring, 2001)

Retention of employees and customers who are showing green concerns (Thierry, Salomon, van Nunen & van Wassenhove, 1995). Moreover, decreased liabilities, insurance rate ad disposable costs are among other benefits.

Increasing demand by customers for greener products and services calls for a need for suppliers to align with global standards, particularly ISO 14000 (Rao, 2007).

Motivators for going green have the potential to reduce negative impacts on the environment, negative publicity avoidance, and fines set by government, and build an image of the organization showing that organization is concerned with green practices. Therefore, globalization can act as an important pressure for adaption of

GSCM by organization. Using mortal resources by organization need more and more attention by organization, specifically where one product is produced by more than one organization (Piplani et al., 2008).

4.11.3 Current Green Supply Chain Management Practices

Sarkis (2003) has identified a list of green practices: reuse, remanufacture, recycle, and disposal alternatives and reduction. Reuse only affects small part of material structure; remanufacture uses some parts of materials, while recycling refers to total change made to physical structure of the materials.

According to Handfield et al. (2005), there are more strategies to be added to the list above: green design, substitution, extension of products' life cycle through material selection, support of suppliers, and life cycle assessment (LCA).

Green design occurs at product and manufacturing levels. Using green material can address GSCM practices at product level, and issues of environmental friendly activities at manufacturing level. Therefore, goals for less energy, water, and ... consumption can be achieved. Substitution is always followed by green design in which materials with the potential hazard to the environment are replaced by green materials. Extending a product lifecycle also comes along with green design, meaning that products are designed in a way that they are not losing their efficiency and productivity at the end of the life cycle.

Supporting green practices by suppliers helps they improve their activities in a more sustainable way; moreover, they are able to address issues of sustainability in other activities within the organization such as a more explicit instruction for sustainable products and services, and cross organizational teams.

All four stages of product life cycle have detrimental impact on green practices of an organization.

First stage, introduction, refers to research and development investments, at growth stage, important issues such as production capacity and logistic channels are addressed; at third stage, maturity, implementation of process and efficiencies in cost behavior will be covered; and finally, at the last stage, decline, divestiture is needed to be implemented for relative products (Sarkis, 2003).

Summary of possible green practices is given in table 10. (Handfield, et al., 2005; Heiskanen, 2002; Matthews, 2004; Sarkis, 2003; Zhu, et al., 2008).

Table 10. Typical green-practices (Handfield, et al., 2005; Heiskanen, 2002; Matthews, 2004; Sarkis, 2003; Zhu, et al., 2008)

Green purchasing
<ul style="list-style-type: none"> ▪ eco labeling of products - cooperation with suppliers for environmental objectives ▪ environmental audit for suppliers' internal management ▪ suppliers' ISO 14000 certification ▪ second-tier supplier environmentally friendly practice evaluation
Cooperation with suppliers
<ul style="list-style-type: none"> ▪ for eco/green design ▪ for cleaner production ▪ for green packaging ▪ for more effective ways of transportation
Eco-design with the help of LCA
<ul style="list-style-type: none"> ▪ for reduced consumption of material/energy during manufacturing ▪ for reuse, recycle, recovery of material, component parts or other goods ▪ to avoid or reduce use of hazardous products and/or their manufacturing process
End-of-life strategies
<ul style="list-style-type: none"> ▪ Components or materials of a product go back in to the supply chain through reuse, recycling or remanufacturing, or are composted. ▪ Extension of product's life cycle.

An important notion is that all GSCM practices are highly related to each other (Zhu, et al., 2008). That is one practice may have positive or negative impact on the other practice. Zhu et al. (2008), in addition, suggest a multifaceted approach of GSCM procedures that is these practices are not summarized only in one practice.

It is assumed that by adapting multiple approaches, more economic benefits and enhanced environmental image will be achieved. Moreover, this approach seems to be more appealing by the employees, as a result of understanding the fact that organization's commitment to the environment is not directed only to one criterion.

4.11.4 Barriers to Green Supply Chain Management

There are still some barriers against the possible benefits of GSCM practices. According to Kogg (2003), some companies are not using GSCM, because they do

not follow such goal. Particularly, small enterprises argue that they do not have sufficient power to change suppliers' viewpoint towards sustainable practices. However, there are several strategies that help organization take part in GSCM: working with some other suppliers who are in the same size, paying more for attracting green co-operations, providing facilities for suppliers who are willing to change, using related training and expertise, choosing right partner who is concerned with green practices and mutual growth.

Nevertheless, Hervani et al., (2005) identified the reason why organizations are not adapting GSCM practices: lack of sufficient financials, management structure of the organization, as organizations are taking a short-term orientation they are facing limited knowledge and training for practitioners and managerial and employee levels, lack of concern about environment all over the organization, lack of innovative ideas regarding environment, poor relationship with stakeholders. These evidences are obvious in small, medium and large size organizations (Hervani et al., 2005).

Among reasons manifested above, lack of financial resources seems to dominate over other factors. Some organizations are not adapting GSCM practices because they perceive that the costs associated with green practices are higher than normal practices (Robinson & Wilcox, 2008). Almost half of the organizations believe that their costs will increase by showing environmental concerns. However, other 50% agreed that this can act as an opportunity to reduce current costs. According to the findings, fewer suppliers were showing the overall chain for an organization due to the lack of sufficient suppliers who are showing environmental concerns (Kogg, 2003). As a result, such organizations are showing a type of dependency on the current suppliers who are not pleasant for other companies. Nevertheless, increasing

awareness on environmental impact of organizational activities in the future may result in more tendencies to go green and providing more products and services, which are addressing issues of being green.

According to Handfield et al. (2005), some environment-friendly activities are easy to achieve. An important issue here is commitment of top managers in form of supporting green practices. Specially, knowing what needs to be done by managers at the operational level is of utmost importance. These factors are highly detrimental in the success of green practices of an organization and need extensive rules and information. It seems that companies are having difficulties in preparing a set of information for a proper decision on GSCN (Thierry et al., 1995). That is such information should go beyond the organization and spread among all participating organization in the current supply chain.

Ángel Del Brío, Junquera and Ordiz (2008) argue that different organizational cultures can affect the extent to which an organization is successful in implementing GSCM. In addition to their findings, Heymans (2002) has found that leadership style of an organization is another detrimental factor in the success of HSCM practices; that is, weak leadership strategy will not be a good predictor of successful GSCM practices. Moreover, Nathan (2007) points to the issue of just-in-time method and its potential impact on the environment. Differences in design and the conditions may result in different outcomes. That is, just-in-time approaches are suffering from lack of long-term orientation and are not able to address issues of being green.

4.11.5 Important Organizational Factor towards Green Supply Chain Management

There are three different sections of GSCM identified according to Kogg (2003). Primary section refers to identification of those objectives that need to be achieved. Then, it needs to be assured that there are influential factors such as employees, suppliers and others are showing commitment to the achievement of that particular objective. Finally, third section goes over control mechanism for achievement of objectives.

In addition to Kogg's three sections, Wee & Quazi (2005) improved these sections into seven crucial criteria: commitment of top managers, holistic participation of staff, training, design of green products or services, management of suppliers, evaluations and management of information.

Table 10 is an integration of abovementioned studies on effective adaption of GSCM (Kogg, 2003; Wee & Quazi, 2005; Suppliers' perspectives on greening the supply chain, 2001; Lin et al., 2001).

In the current literature, environmental aspect of service activities has attracted enough attention (van der Zwan & Bhamra 2003, 342). More often challenge to be green goes for product or manufacturing industry, while the important role of services is neglected due to its specific features (Grove et al. 1996, 57; Peattie 1992, 89). According to Peattie (1992), for example airline industry that is referred to as the second largest industry is without a doubt one of the largest actors in damaging environmental well-being (Peattie 1992, 89). There is a general agreement upon the fact that air travel preference is the fastest growing preference among consumers

while contributing to some of the most detrimental tourism impacts on the environment (Lynes & Dredge 2006, 117).

Zwan and Bhamra (2003, 355) highlight the way in which an activity can be green and eco-efficient , in terms of planning processes for services, and managing the unique features of the services.

In other words, for a tourism activity to be green, it is needed that the actions become more environment-friendly by itself and in comparison to its competitors (Peattie 1992, 185). In turn, companies should try to find new ways to improve their actions upon sustainability.

Intangibility, as one of the most detrimental features of the services, refers to disability to touch, see or smelling the services. This specific feature results in different challenges for marketers; moreover disability to store services makes it difficult to manage fluctuation of demands in the market place. Finally, as services are not displayed readily, evaluating the quality of the service seems to be difficult by the consumers (Zeithaml et al. 1985, 22; Peattie 1992, 108; Zeithaml et al. 2006, 33).

However, regarding the increasing size of travel sector and due to the fact that this sector is highly depended on the resources, therefore, important role played on sustainability of the ecology by service factors is of utmost importance.

Services are defined as procedures and processes that are able to provide value by its intangible features (Zeithaml et al., 2006, 4). As there is a big difference between

services and the products, therefore, marketing for services is also different from marketing for products. Intangibility, heterogeneity, perishability and simultaneous production and consumption are addressed as the features of the services. Quality insurance, demand and supply balance, motivating employees and ... are among different challenges for marketers.

According to the specific features of services, marketing mix element is manifested as people, physical evidence and process, including traditional 4Ps of marketing namely, price, place, promotion and product (Zeithaml et al. 2006; Chitra 2007).

To reach sustainable service activities elements of marketing mix should be utilized under the light of green marketing concept. However, there are some disagreements on marketing mix. Constantine's (2006), for example, refers to internal orientation of models and poor presentation of personalization as two important limitations associated with traditional marketing mix. He believes that traditional marketing mix is not able to address issues regarding service marketing or relationship management. According to Bridges and Wilhelm (2008, 39), the 4Ps of marketing mix are essential tools for categorizing the concept of sustainability and other relative decision makings, but, the perspective of the service by itself is ignored.

Chapter 5

CASE STUDY

This chapter gives information regarding the city of Mashhad, which has been selected as the case for the present study. Information about the economy, politics, geography and tourism of Iran and the city of Mashhad will be addressed in this chapter. In addition, figures and tables help us to better understand the geographic situation and demographic characteristics of Mashhad.

5.1 Iran, a Country Study

Iran is the second largest country in the Middle East with a landmass more than 1.648 million km², and population size of nearly 80 million. It has one of the most diverse climate and environment. In the north, it shares a border with Russia through the Caspian Sea, where the climate is mild. The Zagros mountain range is located towards the west of the country, where the climate is cold most of the year. On the south, the country has a large coastline and the weather is extremely hot during most of the year. The country is divided into 31 provinces. Khorasan Razavi, with 144,681 Sq.km of landmass, is the third largest province in Iran. Khorasan Razavi has the largest population (5,620,770 million). The city of Mashhad is capital of this province is the (Figure 13).

With its diverse landscape, climate, culture, nature, and history, Iran can attract year round tourists, and indeed, it has the potential to become a year round destination for varieties of tourists including religious tourists (Alipour and Heydari, 2005; Aminian,

2012). Iran is producing almost 10% of the world's oil reserves and 16% of the world's natural gas resources belong to Iran (indexmundi, 2013). Iran is highly dependent on exporting oil as its source of income. It is estimated that over 80% of Iran's export trade is dependent on oil and natural gas (indexmundi, 2013). Growth Domestic Product (GDP) was 496,243\$ billion for year 2010. For the same year unemployment stood at 13.5% (gfmag, 2012).



Figure 13. Map of Iran with Demarcation of Mashhad

In terms of tourism, the international tourism movement in Iran is not as dynamic as it supposed to be; however, domestic tourism is highly popular and growing (Alipour et al, 2013). The city of Mashhad is one of the magnets for domestic tourism, especially for religious tourism.

5.2 The Holy City of Mashhad

This study will focus on the city of Mashhad, which is the capital city of Khorasan Razavi province. It is located in the northeast of the country. The city is around 27,478 S.q.km. After Tehran (the capital of Iran), Mashhad is the second largest city in the country and along with Isfahan and Shiraz, it stands among the most popular tourist destinations for domestic and foreign visitors. Mashhad has the highest rate of accommodation facilities in the country (Parstimes, 2013). The city receives around 20 million tourists per year (Parstimes, 2013).

Mashhad is the second most populated city in Iran and is the capital of Razavi Khorasan Province. It is located in north east of the country close to the borders of Afghanistan and Turkmenistan. Its population was 2,772,287 at the 2011 population census (Iran Statistics Center, 2013). It was a major oasis along the ancient Silk Road connecting with Merv in the East.

The city is located at 36.20° North latitude and 59.35° East longitude, in the valley of the Kashaf River near Turkmenistan, between the two mountain ranges of Binalood and Hezar-masjed. The city benefits from the proximity of the mountains, having cool winters, pleasant springs, mild summers, and beautiful autumns. It is only about 250 km (160 mi) from Ashgabat, Turkmenistan.

The city is the administrative center of Mashhad County as well as the somewhat smaller district of Mashhad. The city itself, excluding counties and countryside, is divided into 13 smaller administrative units, with a total population more than 3 million people (Iran Statistics Center, 2013).

According to the statistical yearbook published by the Municipality of Mashhad, the population of Mashhad annually grows at a rate of 2.5% (Mashhad Municipality, 2013). The reason for why this city is so highly populated and receives such a large share of the tourism in Iran is mainly due to the fact that it enjoys a unique situation in terms of pilgrimage, touring, as well as commercial agricultural and emigration power. One of the most important factors contributing to the success of Mashhad's tourism industry is the shrine of Imam Reza, a revered 8th Imam in Shiite Islam. As the majority of Iranians are Shiite, the city has become a magnet for pilgrims to the site of Imam Reza's shrine. Mashhad is also attracting pilgrims from Iraq, Kuwait and Bahrain as well as other Middle Eastern countries with Shiite population.

Mashhad features a steppe climate with hot summers and cool winters. The city only sees about 250 mm of precipitation per year, some of which occasionally falls in the form of snow. Mashhad also has wetter and drier periods with the bulk of the annual precipitation falling between December and May. Summers are typically hot and dry, with high temperatures sometimes exceeding 35 °C (95 °F). Winters are typically cold and somewhat damper, with overnight temperature usually dropping below freezing point. Mashhad enjoys on average just under 2900 hours of sunshine per year.

Above and beyond its particular climate characteristics, the reason why Mashhad is hosting considerable number of tourists is the presence of Imam Reza holy shrine. The second largest holy city in the world, Mashhad attracts more than 20 million tourists and pilgrims every year, many of whom come to pay homage to the Imam Reza shrine (the eighth Shi'ite Imam). It has been a magnet for travelers since medieval times (sacredsites.com).

The highest percentage of accommodation facilities is located in Mashhad (Parstimes, 2013) with extensive variation to cater to different income levels. There are 113 Hotels, 488 Inns, 255 Hotel apartments, and 1 Motel in Mashhad. The largest “Hoteliers Association” in Iran is in Mashhad which represents a powerful sector in tourism industry. According to the recent data, the city houses 2.5 million people and accommodates about 14 million tourists annually (Parstimes, 2013). Average annual growth of the population is 2.5% (Statistical yearbook of Mashhad Municipality, 2010).

The accommodation facilities of Mashhad by the standard level, number of beds and rooms are divided into 5 different categories. Details are illustrated in figure 14.

Title	Total	Five Star	Four Star	Three Star	Two Star	One Star
Accommodation Facilities	856	3	167	160	192	334
Room	24697	617	5319	6666	4684	7411
Bed	71255	1630	15704	19284	13420	21217

Figure 14. Accommodation facilities, rooms and beds by rank (parstimes, 2013)

Regarding the high level of interest among inbound and outbound interest in visiting Imam Reza’s holly shrine, makes it more necessary among tourism operators and regulators to pay additional attention to this city in terms of activities which are able to address sustainability (Figure 15).



Figure 15. View of Imam Reza's Holy Shrine (md ashwak Ashu, 2013)

5.3 History

After the eighth Imam of Shiite Islam was martyred by the Caliph of the time, Ma'moon Abbasi, his body was buried in a small village called "Sanabad" (currently known as Mashhad). For a long time, Toos has been the capital of Khorasan; but the significance of the Imam's burial place and the entrance of Timur the Conqueror soon helped Mashhad to become the center of the area in 1389 A.D. Throughout the years, the shrine was expanded a number of times. The first major expansion happened owing to the efforts of Timur's son, Shah Rokh, and his influential wife, Gohar Shad, who the Haram's main mosque is after her. In 1612 A.D after the Safavids succeeded in power and managed to establish Shiism as the official state religion, Shah Abbas I rebuilt the Holy Shrine and the city of Mashhad became the a major center for pilgrimage in Shiite Islam. The shrine, as well as the city, continued to grow and became even more expanded and being sponsored in the following years, especially after the 1989 Islamic revolution in Iran (lonelyplanet, 2013).

5.3.1 Economy

Mashhad has one of the most successful economies in Iran. It is known for its agricultural products (both raw materials and processed products, such as fruit juice and tomato paste). In addition, the major part of Iran's Saffron is cultivated in Khorasan Razavi province and regions close to the city of Mashhad. Furthermore, its tourism sector accounts for a large proportion of its annual revenue. Handicraft is also another product that is exported from Mashhad to neighboring countries. Examples of such artifacts and hand-made products include carpets, leather and hand-woven baskets. Hotels and accommodation are also very influential in Mashhad's economy. Mashhad, with 113 hotels and 488 inns, has the most number of hotels than any other city in Iran.

5.3.2 Politics

All provinces in Iran are under the direct jurisdiction of the central government. However, certain influential economic and political figures and institutions in each province determine the policies to a certain extent. In Khorasan Razavi and the city of Mashhad, the major influential party is Astan-e Quds Razavi, which is an autonomous charitable foundation. This organization is chiefly responsible for the management and administration of the Holy Shrine. It is also responsible for numerous other institutions and businesses within the city. This institution has been established 1200 years ago, when the 8th Shiite Imam was buried in the city of Mashhad. The main income for the institution reportedly comes from endowments by pilgrims, and is estimated to be worth 15 billion US dollars. Therefore, Astan Quds is considered to be a major influence in the economy and politics of Mashhad (aqr, 2010). After the revolution, Astan Quds grew significantly both in terms of financial expansions and in terms of political power. Today, it is a conglomerate employing

over 19,000 people and running multiple businesses, ranging from agricultural enterprises to pharmaceutical companies. The land owned by this organization around the Shrine has grown four-fold since 1979. Furthermore, most of the real estate in the city of Mashhad belongs to Astan Quds, which rents out shop spaces to bazaris and hotel owners.

The business ventures made by Astan Quds include printing press and publications, cultural and educational institutes, such as universities, museums and cultural foundations; economic institutes performing in the areas of the carpet industry, Kenebist farms, bread production and dairy products (only to name a few); healthcare institutes, such as the Razavi advanced healthcare and treatment complex and the Physical Training Organization of Astan Quds; construction as well as social institutes.

5.3.3 Demography

The population of Mashhad mainly consists of ethnic Persians who constitute over 95% of the locals. Other ethnic minorities can be found in the area, especially Kurds and Turkmens who have moved to the city from the Northern parts of the Khorasan Razavi province. During the past 30 years large diasporas of immigrants from Iraq and Afghanistan have moved to Mashhad, because of its relatively favorable environment and economic situation. It is also noteworthy that Mashhad shares a border with Afghanistan. The Afghan immigrants have settled in special districts and neighborhoods of the city, for instance, the neighborhood known as Golshahr.

Mashhad is a very vulnerable city when it comes to natural disasters and unexpected events. Of 42 different known natural disasters, 30 have occurred in this city in the past. The most common disasters are earthquakes and floods. Moreover, in recent

years, drought has caused multiple problems for the locals, covering over 92% of provincial lands. Storms, frostbite, landslides and drastic climate change are some of the other threats this city faces.

5.4 Tourism

Besides being a religious site, Mashhad has varieties of attractions including historical sites, archaeology, universities and recently developed recreational areas. Some of the famous poets and kings are buried in this city and its surroundings. Although majority of the tourists visit Mashhad for the purpose of pilgrimage, many tourists visit other historical or monumental buildings around the shrine. Many of these buildings are famous for their architectural style and design. One major example is the Goharshad Mosque, which has survived from the Timurid era. This structure is located to the southeast of the premises and the tomb of Sheykh Bahai, a revered figure in Shiism, is also available to pilgrims.

On the road leading Mashhad to Tehran, one can find the grave sites of Khajeh Morad and Khajeh Rabi, where the writings of master calligrapher, Reza Abbasi, have been preserving. The resting place of famous Iranian poet, Ferdowsi, can be found on the road to Toos. Ferdowsi was the writer of the Shahname (literally translated as “the book of Kings”), which is said to have revived the Persian language after the Arab invasion (Figure 16). On the outskirts of the city, countryside resorts, such as Torghabeh, Torogh, Akhlamad, Zoshk and Shandiz are popular destinations for tourists who wish to enjoy the nature and country-side traditional restaurants.

There are a number of museums, which are annually visited by tourists. Three of these museums are located inside the shrine. The Central Museum is a three-story building and is the largest among the three. On the ground floor, there is a double-sided door, which is gilded on one side, and the other side has silver engravings. Another famous exhibit is an 18th century prayer rug, embroidered with thousands of small pearls. Also in this building, tourists can visit the most important works of Mahmood Farshchian, one of the greatest Iranian miniaturists. The remaining museums are a carpet museum and a museum of Korans. In the carpet museum, there is a famous work entitled, “Seven Beloved Cities.” This carpet was reportedly completed with a total of 30 million knots woven by 10 thousand people during 14 years. Inside the Koran museum, there are over 100 hand-written manuscripts of the Koran placed on display.



Figure 16. Statue of Ferdowsi (DesktopNexus, 2012)

The large numbers of tourists who visit Mashhad every year also cause some problems for the city and its residents. Congested traffic and air pollution are some of the major issues that the citizens of Mashhad have to face because of their tourism. Surveys have shown that most visitors travel to Mashhad with their own cars or by

bus. Shortage of parking is another issue caused by this phenomenon. A large proportion of visitors to Mashhad come from rural areas of Iran and most of them are uneducated. These people have very little respect for the environment. The litter produced by these tourists is a major problem facing the people who live in Mashhad. Mashhad is also short on water resources, and should share its water supply with incoming tourists which brings about a major lack of water for the local residents.

As stated earlier, Mashhad contains the most accommodations among the other cities of Iran. Mashhad has 113 hotels including all types of hotels. Summary of these information are represented in figure 18.

stars	Number of hotels	Number of rooms	Number of beds	Capacity per month		Occupation percentage	
				Rooms	beds	rooms	beds
Total	113	8651	24591	259530	737730	292	300
5 star	3	617	1630	18510	48900	58	59
4 star	10	1155	3438	34650	103140	56	58
3star	34	3551	10082	106530	302460	63	65
2 star	29	1445	3980	43350	119400	55	57
1star	37	1883	5461	56490	163820	60	61

Figure 17. Hotel accommodation facilities, capacity per month and occupation percentage by star (parstimes, 2013)

Different types of tourist are visiting Mashhad per year which are categorized in different income levels. That is, tourists are choosing different hotel types based on their income level. In 2013 Parstimes released information regarding total number of visitors' check in/out which are represented in figure 19.

Stars	Entering passengers			Exiting passengers		
	Total	Iranian	Foreign	Total	Iranian	Foreign
Total	986782	920397	66385	990886	927098	63788
Five star	37009	34560	2449	37375	34977	2398
Four star	101888	96134	5754	111393	105509	5884
Three star	415389	374871	40518	411023	372109	38914
Two star	234772	228705	6067	236318	230682	5363
One star	197724	186127	11597	194777	183821	10956

Figure 18. Passengers entering and exiting hotels by hotel`s ranking (parstimes, 2013)

More information regarding number of inns and hotel apartments were also released in 2013 by parstimes. Figures 20 and 21 summarize these information which shows the capacity of tourist in Mashhad.

Title	Total	Class 1	Class 2
Hotel Ap.	255	232	23
Room	5068	4339	729
Bed	14229	12237	1992

Figure 19. Hotel apartments` room and bed (parstimes, 2013)

Title	Total	Top	Class1	Class 2	Class3
Inn	488	157	65	140	126
Room	10978	4164	1189	2510	3115
Bed	32435	12266	3519	7448	9202

Figure 20. Inn accommodation facilities by rank (parstimes, 2013)

Mashhad is hosting up to 20 million visitors per year which is a considerable percentage of total visitors in Iran. The distribution of passengers entering Mashhad by month is shown in figure 22.

Month	Numbers	percent
Total	13647188	100
March 21- April 20	1216910	8.9
April 21- May 21	1096546	8
May 22- June 21	1124799	8.2
June 22- July 21	1285348	9.4
July 22- August 22	1514764	11.1
August 23- September 22	910108	6.7
September 23- October 22	1203141	8.8
October 23- November 21	1171949	8.6
November 22- December 21	1098396	8
December 22- January 20	904437	6.6
January 21- February 19	1131882	8.3
February 20- March 20	988908	7.2

Figure 21. The distribution of passengers entering Mashhad by month (parstimes, 2013)

Chapter 6

METHODOLOGY AND DATA ANALYSIS

6.1 Overview and Aim of the Research

The need for this research is due to the fact that Mashhad is the leading city in terms of number of tourists' arrivals and the need to protect the environment which is best achieved through sustainable tourism; a kind of "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" (UNWTO, 2012).

Therefore, this research will try to explore the extent to which the concept of GM is understood, the degree of institutional involvement in GM, the role of private sector in GM and, the overall nature of governance towards STD in respect of the implementation of GM. The aim is to reveal the supply chain (e.g., hoteliers and travel agencies) awareness of GM and its significance for the tourism value chain in the case of Mashhad.

6.2 Research Methodology

In this study, qualitative method is used as a research strategy which usually emphasizes words rather than quantification as in the collection and analysis of data, and that primarily emphasizes an inductive approach to relationship between theory and research, in which the emphasis is placed on the generation of theories. It prefers to focus on the ways in which individuals interpret their social world. 'This method embodies view of social reality as a constantly shifting emergent property of

individual's creation. At best, it achieves generation of theory and it is lightly based on interpretation and construction in contrast to quantitative method' (Bryman, 2004). Qualitative research is not a linear process, but rather it is a spectrum of various interaction and communication into the mind and world of participant.

De Marrias (2004) explains the quantitative research method as a specific type of research in which there is close interaction between subjects of research and researcher. The importance of quantitative research is the close relationship formed between two parties which would lead to comprehend social problems with more attention and understanding. The interaction between participants and the close communication between subjects of interview are of noticeable importance and help figuring out the required answer to fill the gap in our knowledge of the area we are investigating.

The use of qualitative method was appropriate, because of the nature of this research, which is to explore the extent to which the concept of green marketing (GM), in the context of green supply chain management (GSCM), is understood and the degree it is practiced within the tourism sector. In all, 31 semi-structured/open-ended interview questions were administered to 15 respondents. The compositions of the respondents were: three academicians, five hoteliers, five from travel agencies, one from ministry of environment, and one from ministry of cultural and heritage. The design of the interview questions are based on the utilization of the literature on the topic (CMI Green, 2010), as well as, guideline on 'construction of survey questions' (Trochim and Donnelly, 2008).

The sampling of respondents was based on convenience or non-probability sampling. This type of sampling is also known as purposive sampling where the researcher has a specific purpose in mind. On the other hand, with a purposive sample, researchers are likely to get the opinions of their target population, but they are also likely to overweight subgroups in their population that are more readily accessible (Trochim, 2006).

Interviews were recorded which also accompanied note taking. All principles of interviewing were observed in order to allow the respondents to express their views on the issue without any disturbance. For instance, it has been made sure that setting is of least distraction, the purpose of interview was explained, the terms of confidentiality were assured, the format was explained and it was allowed the interviewee to clarify any doubts about the interview. Attempt was made to remain as neutral as possible. The responses were translated from Persian to English. Individual semi-structured interview was based on open-ended questions with a degree of flexibility. The flexibility issue is an important aspect of this type of research. In other words, the interview program was not based upon a set of relatively rigid-pre-determined questions at all the time. Rather, the open-ended, discursive nature of the interviews permitted the iterative process of refinement. The issue of reliability and validity in qualitative research is rather unresolved. Nevertheless, the qualitative research is focusing on four criteria: credibility, transferability, dependability, and conformability (Trochim, 2006).

6.3 Data Analysis and Findings

In this case study (i.e., specific context) the interview results produced narrative data that were transcribed by listening to the recorded materials several times and the impressions from the data were added to the transcripts as the process went ahead. This allows the non-quality data and those which collected in a biased way to be omitted. The utmost attention was paid to compile the quality data with value regarding the research topic. Gradually the concepts, themes were identified. The clarification of the themes and concepts are essential at this stage which finally will result in synthesizing or overall understanding of the narratives. Eventually, the focus on analysis turns into how individuals responded to each question or topic. Then the data were organized by each question to look across all respondents and their answers in order to identify consistencies and differences. Then all data from each question compiled together. The next stage of this process involved the categorization of the data by identifying themes and patterns, which finally they organized into coherent categories (see table 11). As the data were organized into categories, one can detect the patterns and connections both within and between the categories. This part is also called ‘coding’ the data or indexing the data (Taylor-Powell and Renner, 2003). The recorded materials were transcribed and finally coded and categorized. This process was made possible by listening to the records, sometimes more than once, to transcribe the useful and relevant position. However, organizing the identified themes or patterns into coherent categories is the crux of qualitative analysis. It is this process that eventually gives meaning to the text. In a way, categories emerge from the data.

Table 11. Example of a categorizing/coding process. The parenthesis is representing possible code abbreviations.

QUESTIONS	CATEGORIES
What is exactly green product?	Organic (ORG), no negative impact (NNI), Produced by renewables (PBR).
Green Marketing is a holistic and multi-participative process; everyone has a stake in it and everyone should be responsible; how can you make this a reality?	Coherence (COH), share responsibility (SHR), benefit to the society (BS).
Sustainable development, green marketing, environmental quality and safety; they are all essential for the future of tourism destination. This might have conflict with business strategy which is based on profit. In your opinion, how this can be solved?	Education (ED), awareness (AW), Law (LW).

The coding process, which is the key process in this type of research, allows the data to be broken down into components which are given names. This is also known as ‘open coding’ (Strauss & Corbin, 1993). Finally, the process involves in the stage of interpretation where the themes and patterns are instrumental in explaining the findings. Thus, interpreting the data will finalize by attaching meaning and significance to the analysis. Table 12 demonstrates the process of identification, categorization, coding and interpretation of the responses through narratives.

Table 12. Translating questions into narratives for interpretation

Q.1 How do you perceive the value of sustainable tourism?				
ID.	CATEGORY	CODE	NARRATIVE	RESULT
1	Sust. tourism	I. impact	The value of sustainable tourism as a low impact enterprise.	High
2	collaboration	G. support	Sustainable tourism is not possible without gov. support.	Medium
3	Universal issue.	Lack of valuing sust.	In the case of Mashhad, this has not been understood by the people who are involved in tourism.	Low

The last stage before attempting the final interpretation, involved the identification of the themes. Themes are the main ideas and key points that signify the research process in relation to final findings. They are also useful as evidences to challenge or contradict the interpretations. For instance, regarding the issue of supply chain links in tourism, respondents were asked about ‘organic farming’ and ‘organic products’; there were conflicting views in this regard. As some thought it was not possible due to lack of knowledge about this issue on the sides of hoteliers and farmers. Obviously, this is an indication of lack of strategic vision about the issue of SSCM/GM. The correlations between themes and respondents views regarding that theme are also useful to observe the frequency of a topic occurs with another topic. It is also useful to keep track of how many respondents touch on different theme (Table 13).

Table 13. The correlation between respondents and themes (Trochim, 2006)

Respondents	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5	Theme 6	Theme 7	Theme 8	Theme 9	Theme 10	Results
	S.T.	G.T.	S.CH.	G.C.	S.CH.M	G.T.S.	GM.ENV.	GM.Q.	GSCH. MASHHAD	EN.ISSUES	
1	☐	☐		☐	☐		☐		☐	☐	7
2	☐		☐		☐	☐				☐	5
3			☐	☐			☐		☐		4
4	☐	☐			☐			☐			4
5	☐				☐	☐			☐	☐	5
6	☐		☐			☐				☐	4
7	☐	☐				☐		☐			4
8	☐		☐				☐			☐	4
9	☐			☐				☐			3
10	☐		☐			☐			☐		4
11	☐	☐				☐				☐	4
12	☐			☐			☐				3
13	☐	☐	☐		☐		☐	☐		☐	7
14	☐		☐		☐				☐		4
15	☐			☐			☐				3
	15	5	7	5	6	7	6	4	5	7	

ST (sustainable tourism); GT(green tourism); SCH (supply chain); SCHM (supply chain management); GTS (green tourism supply); GMENV (green management &env.); GSCHMASH (green supply chain in Mashhad); ENVISS (env. Issues).

The study revealed that respondents had a general idea about sustainable tourism, but were not able to place it in the context of tourism sector as a mechanism to achieve it through GM. The issue of green marketing and supply chain management have remained an unknown subject despite the association of green marketing with the environmental protection. It was obvious that strategic vision regarding this topic has not settled in the case of Mashhad. The study revealed that Mashhad is still a magnet for tourists in Iran due to its spatial uniqueness as a shrine and religious value. The

respondents views demonstrated that the case of Mashhad has been consolidated (Butler, 1982); however, environmental issues (i.e., TSCM) in general and green marketing/supply chain management will remain a far-fetched scenario as long as religious attraction is a dominant mode and pilgrim flow is constant. This is also in reference to tourism system operators as well as the researchers who are focused on distribution and marketing ‘without fully considering the whole range of different suppliers involved in the provision and consumption of tourism products’ (Zhang et al, 2009: 345). One thing is obvious that tourism operators and local government are hard at work to prolong the tourist stay by offering alternative forms of entertainment/recreation to families who are coming to Mashhad as pilgrims. In this context, GM and TSCM are not on the agenda of operators at least for the time being. In fact, the literature on this subject is also limited (Zhang et al, 2009). Nevertheless, as the study explored, the case of Mashhad is further evidence of mass customization of tourism without considering the coordination among supply chain partners as added value to sustainability of tourism sector. The research has also revealed that despite Mashhad’s tourism dynamism due to religious tourism, its role as an economic and social force should be sustained by bringing all the partners and stakeholders into a shared strategy. Unfortunately, this aspect has not been dealt with in a rational manner and most of the respondents, especially the tour operators and hoteliers are not aware of the link between sustainability and SCM. As Sigala (2008: 1589) noted, ‘despite the emerging role of SCM and sustainability, the applicability of SCM practices in tourism is not studied yet’. The findings are also verifying the notion that tourism is highly fragmented sector that makes the collaboration towards SCM rather difficult. In addition, the case of Mashhad revealed that certain mechanisms including regulatory and cost saving approaches by the public sector are

essential towards adoption of SCM; otherwise various conventional organizational and strategic factors will limit the implementation SCM (Adriana, 2009).

Chapter 7

DISCUSSION AND CONCLUSION

7.1 Introduction

It is universally believed that the environment which we live in is under the influence of globalization to a great extent. The effect is unfortunately negative and it has been attracting people's concern all around the world. The current investigation focused on the utilization of green products and the application of green marketing through greening the supply chain in the context of tourism sector. It has taken into consideration the application of environmentally developed principles/approaches and techniques toward sustainable marketing which would contribute to the global trend of sustainable development around the world.

The approach includes not only the encouragement of using green product from commercial marketing point of view, but also to construct and maintain sustainable interaction toward people who are buying the service or the product. The aforementioned approach would contribute to sustainable behaviors to a noticeable extent.

Tourism industry and related sector operators, is a prominent field in which the main process includes not only the manufacturing of services and goods, but also the consumption of aforesaid elements. As one of the most important elements and contributing factors to modernization of developing countries, tourism industry is

highlighted as social and economic forces which there are ample evidence of its negative impacts, especially on the ecosystems and environmental assets. It is universally believed that the development of tourism industry is a positive enterprise towards a noticeable improvement in the socio-economic situation of the destinations (Franz Schubert et al, 2011; Deery et al, 2012). However, drawbacks of this kind of development is not and cannot be neglected, especially in developing countries which are more vulnerable to such developments as they may not have proper infrastructure specifically in the fragile and sensitive spots. Therefore, in such places, the development could not be considered as a green and sustainable development.

Negative impacts of tourism development in developing countries without adequate infrastructure can be viewed as excessive and inappropriate land use and deforestation as well as degradation. Besides, an increase in traffic around historical places and tourist spots can be experienced as the accessibility of hotels and tourist spot may not have been designed to bear extra number of people as tourists. The excessive number of people and the increase in the traffic could lead to a surge in the air pollution and environmental drawbacks.

The current investigation focused on Mashhad, a prominent holiday and local tourist destination in Iran, containing several hotels and touristic attractions, specifically, religious attractions that attract millions of individuals to this important and enormous city in Iran.

An empirical investigation carried out to figure out the understanding of the green marketing concept amongst hoteliers and travel agencies, as well as, individuals who

have knowledge of the issue. The study is also focused on public sector institutions. The primary goal was to demonstrate the importance of sustainable marketing and to highlight the shortcomings in the case study of Mashhad in order to shed light regarding tourism sustainable practices through supply chain and in the context of green marketing.

All around the world the need and importance of sustainable tourism based on Eco tourism practices/principles are being promoted and well supported to combat the undeniable negative impact of tourism as a result of unsustainable practice and operation (WTO, 2013, 2007). The accumulative destructive impacts of tourism has been continuing for a long time and are growing as the industry itself, hence achieve sustainability in tourism, new environmentally oriented ideas are flourishing and GM/TSCM is one of the new approaches that aims to overcome the negative consequences of mass tourism (Chhabra, 2009; Dolincar and Matus, 2008).

The case of Mashhad revealed that the prerequisite for public sector is to design a rigorous and detailed strategy with focus on green marketing, as well as, the mechanisms to implement the approach. Study revealed that there are numerous obstacles to achieve this and they are mainly lack of expertise, contradiction between the present tourism policy and sustainable tourism, and lack of integration of tourism with other sectors. The result of interviews demonstrated that tourism system in Mashhad has fixated on religious tourism with the notion that it will not result in environmental damage as it is confined to a limited and controlled zone. However, the evidence shows that this was rather a traditional perception. Now-a-days, most of the variables have changed. Population growth, expectation of the tourists, new tourism ventures, environmental concerns, urbanization and sustainability are factors

that have influenced the profile of tourism supply and demand (Komppula, 2014). Another deficit that study explored is the lack of partnership between the city managers/municipalities and tourism associations. To achieve sustainability and implement green marketing, a shared strategy between public and private sector is essential. The prevailing destination marketing organizations have been challenged (Komppula, 2014); therefore, new strategies with new mechanisms are needed to bring in the suppliers into the tourism linkage systems.

To transit from conventional/traditional mind set in Mashhad, a (re)evaluation of tourism enterprises is essential. This was revealed in the process of this research where there is need for reorientation of tourism suppliers as well as consumers towards TSCM principles. This can be done by educating the public and encouraging the commitment of tourism operators to work together.

On the other hand the current policies manifest the intention towards expanding giant mass tourism projects in the same region which is indeed in conflict with the basic objectives of sustainability. Presuming the mentioned issues could be solved, the next step should be taken toward promotion of the understanding role of integration in the supply chain. Not only people should collaborate with the public and private sector throughout the process but also there is a need for transforming the traditional adversarial relationships into an intimate long term relationship that the material and services are flowing through a green process.

Ultimately it can be conclude that all the required changes and new thinking to achieve and maintain a green supply chain within which the implementation of green tourism is achievable is the responsibility of public policy makers in partnership with

multiple stakeholders. This is an effort in the supply side; the demand/market is also responsible to adopt a green behavior towards supporting the consumption of green product (Fang-Chen and Ju-Tung, 2014; Diamantis, 1998).

7.2 Policy Implication

To sum up, it was established that the most important step to take in order to promote green marketing and to encourage the usage of green products and green tourism, is to educate people by utilizing national media, newspapers and conferences, so they are familiarized with the concept of urban and natural environment preservation and conservation, and the importance of aforesaid actions are highlighted for them. Policy makers and stakeholders need to be aware of benefits and challenges of green marketing and greening the supply chain.

In addition, government encouragements toward the matter play a significant role in increasing the possibility of green product usage. For instance, advertisement toward increasing public awareness of the benefits of substituting green products with normal everyday products they use, subsidies in order to decrease the price of green product to the point that public is accustomed to new behaviour while purchasing a service or product.

In the case of Mashhad, private sector is too complacent as domestic mass tourism has consolidated; however, environmental issues are temporal and there is no room for complacency. As green products and sustainable tourism is a new subject in Iran and the city of Mashhad, it is immensely expensive trying to follow a path toward any of the objectives, as an individual commercial unit. Hence, rewards, subsidies

and bonuses must be considered for those who try to follow these objectives so they can survive and continue to grow in the market.

7.3 Limitations

One of the main limitations for this type of study is the spatial characteristics of the case study location. Unfortunately, in the case of Iran, the research in social sciences and issues that involves public sector is always a limitation as authorities and respondents either are skeptical of the research or intimidated by presenting them with questions of such nature. It would have been fulfilling for the researcher if more interviewees were accessible. It is always desirable to have a larger sample size. Not to overlook that in most of the qualitative studies of this nature sample size might be even less. Another limitation is lack of reliable documented data in relevant institutions to cross check the results and achieve higher verification. Content analysis is always a useful and supportive source of data in this kind of research. Another limitation of this particular study is the lack of prior research on this topic. Availability of prior research can help the researcher to have a better understanding of the problems. The data collection can be based on alternative methods. This part is highly recommended for further research to utilize alternative methods to investigate the case. Accessibility and time, if combined, is also another limitation for the researcher. In the case of Iran, the respondents are not comfortable with interviews and therefore they do not provide the opportunity. Perhaps, if there was not time limitation, the number of relevant informant could be increased. One other recommendation for further research is to evaluate and measure the exact practical approaches to the green marketing and supply chain management in tourism. This can be conducted through quantitative and modeling techniques.

REFERENCES

Adriana, B. (2009). Environmental supply chain management in tourism: The case of large tour operators. *Journal of Cleaner Production*, 17(16), 1385-1392.

Altinay, L. (2000). Possible impacts of a federal solution to the Cyprus problem on the tourism industry of North Cyprus. *International Journal of Hospitality Management*, 19(3), 295-309.

AMA (American Marketing Association). (2007). what are the definitions of marketing and marketing research.

<http://www.marketingpower.com/content4620.php>

Aminian, A. (2012). Environmental Performance Measurement of Tourism Accommodations in the Pilgrimage Urban Areas: The Case of the Holy City of Mashhad, Iran. *Procedia-Social and Behavioral Sciences*, 35, 514-522.

Ambec, S., & Lanoie, P. (2007). *When and why does it pay to be green?* (No. 2007s-20). CIRANO.

Angel del Brio, J., Junquera, B., & Ordiz, M. (2008). Human resources in advanced environmental approaches-a case analysis. *International Journal of Production Research*, 46(21), 6029-6053.

AQR. (2010). *General information*. Retrieved from

<http://www.aqr.ir/Portal/Home/Default.aspx>

Asian Development Bank, A. (2009). *Mandaluyong City*. Asian Development Bank

Basu, R., & Wright, J. (2008). *Total supply chain management*. Oxford: Elsevier.

Batta, R. N. (2006). Evaluating ecotourism in mountain areas: a study of three Himalayan destinations. *International Review for Environmental Strategies*, 6(1), 41-61.

Bansal, P. (2002). The corporate challenges of sustainable development. *The Academy of Management Executive*, 16(2), 122-131.

BBC. (2011). *Cyprus country profile*. Retrieved from http://news.bbc.co.uk/2/hi/europe/country_profiles/1016541.stm

Becken, S. (2007). Tourists' perception of international air travel's impact on the global climate and potential climate change policies. *Journal of Sustainable Tourism*, 15(4), 351-368.

Belz, F. Peatie, K. (2009). *Sustainability Marketing: A Global Perspective*, Chichester: Wiley, pp. 23-39

Bonera, M. Corvi, E.(2005). The online buying process in the fashion industry. International Marketing Trends Conference

Bottrill, C. (2010). Sustainability and Tourism. *Management Center Innsbruck*.

International Marketing Trends Conference

Bohdanowicz, P., Simanic, B., & Martinac, I. (2005, September). Sustainable hotels—environmental reporting according to green globe 21, Green Globes Canada/GEM UK, IHEI benchmark hotel and Hilton environmental reporting. In *SUSTAINABLE BUILDING (SB05) CONFERENCE* (Vol. 27, p. 29).

Bramwell, B., & Alletorp, L. (2001). Attitudes in the Danish tourism industry to the roles of business and government in sustainable tourism. *International Journal of Tourism Research*, 3(2), 91-103.

Bridges, C. M., & Wilhelm, W. B. (2008). Going beyond green: The “why and how” of integrating sustainability into the marketing curriculum. *Journal of Marketing Education*, 30(1), 33-46.

Butler, R., Hall, C. M., & Lew, A. A. (1998). Sustainable Tourism-Looking backwards in order to progress?. *Sustainable tourism: a geographical perspective*. 25-34.

Butler, R. W. (1999). Sustainable tourism: A state-of-the-art review. *Tourism Geographies*, 1(1), 7-25.

Cannon, T. (1994). Corporate Responsibility: A Textbook on Business Ethics. *Governance*.

- Carter, C. R., & Rogers, D. S. (2008). A framework of sustainable supply chain management: moving toward new theory. *International journal of physical distribution & logistics management*, 38(5), 360-387.
- Chan, R. Y., Wong, Y. H., & Leung, T. K. P. (2008). Applying ethical concepts to the study of “Green” consumer behavior: An analysis of Chinese consumers’ intentions to bring their own shopping bags. *Journal of Business Ethics*, 79(4), 469-481.
- Chen, M. F., & Tung, P. J. (2014). Developing an extended Theory of Planned Behavior model to predict consumers’ intention to visit green hotels. *International Journal of Hospitality Management*, 36, 221-230.
- Chitra, K. (2007). In search of the green consumers: a perceptual study. *Journal of Services Research*, 7(1), 173-191.
- CIA. (2013). *The world factbook*. Retrieved from <https://www.cia.gov/library/publications/the-world-factbook/geos/cy.html>
- Clarke, J. (1997). A framework of approaches to sustainable tourism. *Journal of sustainable tourism*, 5(3), 224-233.
- CMI Green. (2010). CMI Green 2nd Annual Green Traveler Survey Report. Retrieved from http://cmigreen.com/wp-content/uploads/2012/02/cmigreen2010_11.pdf

- Cockburn, C. (2004). *The line: Women, partition and the gender order in Cyprus*. Zed Books.
- Coddington, W. 1993. *Environmental Marketing*. McGraw-Hill, Inc.
- Collins-Kreiner, N. (2010). The geography of pilgrimage and tourism: Transformations and implications for applied geography. *Applied Geography*, 30(1), 153-164.
- Connelly, B.J., Ketchen, D.J., & Slater, S.F. (2011). Toward a “theoretical toolbox” for sustainability research in marketing. *Journal of the Academy of Marketing Science*, 30(1).
- Constantinides, E. (2006). The marketing mix revisited: towards the 21st century marketing. *Journal of Marketing Management*, 22(3-4), 407-438.
- Cosmescu, I., & Cosmescu, D. (2007). THE ECOTOURISM—A STRATEGIC ALTERNATIVE FOR CONTEMPORARY TOURISM. VOL. VII, 65
- Corvi, E., & Bonera, M. (2005). Web Orientation and value chain evolution in the tourism industry. *Dipartimento di Economia Aziendale. Università degli Studi di Brescia Working Paper*, (51).
- Crane, A. (2000). Facing the backlash: green marketing and strategic reorientation in the 1990s. *Journal of Strategic Marketing*, 8(3), 277 - 296.

CYPNET. (2012). *Weather*. Retrieved from
<http://www.cypnet.co.uk/ncyprus/main/weather/index.html>

DeKadt, E. (1979). *Tourism: passport to development?*, new York : Oxford .UNFV .
PRESS.

DeMarrais, K. (2004). Elegant communications: Sharing qualitative research with
communities, colleagues, and critics. *Qualitative inquiry*, 10(2), 281-297.

DesktopNexus. (2012). *ferdowski*. Retrieved from
<http://architecture.desktopnexus.com/wallpaper/476919/>

Deng, S. M., & Burnett, J. (2000). A study of energy performance of hotel buildings
in Hong Kong. *Energy and Buildings*, 31(1), 7-12.

Dewhurst, H., & Thomas, R. (2003). Encouraging sustainable business practices in a
non-regulatory environment: A case study of small tourism firms in a UK
national park. *Journal of Sustainable Tourism*, 11(5), 383-403.

Digance, J. (2003). Pilgrimage at contested sites. *Annals of tourism research*, 30(1),
143-159.

Dolnicar, S., & Matus, K. (2008). Are green tourists a managerially useful target
segment? *Journal of Hospitality and Leisure Marketing*, 17(3-4), 314-334.

- Dolnicar, S., Crouch, G. I., & Long, P. (2008). Environment-friendly tourists: what do we really know about them?. *Journal of Sustainable Tourism*, 16(2), 197-210.
- D'Souza, C., Taghian, M., & Khosla, R. (2007). Examination of environmental beliefs and its impact on the influence of price, quality and demographic characteristics with respect to green purchase intention. *Journal of Targeting, Measurement and Analysis for Marketing*, 15(2), 69-78.
- Dujak, D., & Ham, M. (2008). Integrating green marketing principles into supply chain management. *Business Logistics in Modern Management*, 67-94.
- Edgell, D. L., Allen, M. D., Smith, G., & Swanson, J. (2008). *Tourism policy and planning: Yesterday, today and tomorrow*. Routledge.
- El Dief, M. & Font, X. (2010). The determinants of hotels' marketing managers' green marketing behavior, *Journal of Sustainable Tourism*, 18 (2): 157-174
- Elkington, J. (1997). *Cannibals with forks: The triple bottom line of 21st century business*. Oxford: Capstone Publishing.
- Elkington, J. (1994). Towards the sustainable corporation: Win-win-win business strategies for sustainable development. *California Management Review*, 36(2), 90-100.

- Farrell, B., & Twining-Ward, L. (2005). Seven steps towards sustainability: Tourism in the context of new knowledge. *Journal of sustainable tourism*, 13(2), 109-122.
- Feller, A., Shunk, D., & Callarman, T. (2006). Value chains versus supply chains. *BPTrends*, March, 1-7.
- Feller, Andrew; Shunk, Dan and Callarman, Tom ,2006. *Value Chains Versus Supply Chains*. Business Process Trends, 1-7
- Field, B.C. (1994). Environmental Economics – An Introduction, *New York: McGraw-Hill*.
- García-Rosell, J. C., & Moisander, J. (2008). Ethical dimensions of sustainable marketing: A consumer policy perspective. *European Advances in Consumer Research*, (8), 210-215.
- Geyer, R., & Jackson, T. (2004). Supply loops and their constraints: The industrial ecology of recycling and reuse. *California Management Review*, 46(2), 55-73.
- gfmag. (2012). *iran country report*. Retrieved from <http://www.gfmag.com/gdp-data-country-reports/253-iran-gdp-country-report.html>
- Gössling, S., Broderick, J., Upham, P., Ceron, J. P., Dubois, G., Peeters, P., & Strasdas, W. (2007). Voluntary carbon offsetting schemes for aviation:

Efficiency, credibility and sustainable tourism. *Journal of Sustainable tourism*, 15(3), 223-248.

Green Hotelier (n.d). Issue 59: Greening the supply chain.

Grove, Stephen J. & Fisk, Raymond P. & Pickett, Gregory M. & Norman, Kangun
1996. Going Green in the Service Sector, Social responsibility issues, implications and implementation. *European Journal of Marketing*, 30 (5), 56-66.

Grundey, D., & Zaharia, R. M. (2008). Sustainable incentives in marketing and strategic greening: the cases of Lithuania and Romania. *Technological and Economic Development of Economy*, 14(2), 130-143.

Gunn, C. A., & Var, T. (2002). Tourism planning: Basics, concepts, cases (4th ed.).
New York: Routledge

Haanpää, L. (2007). Consumers' green commitment: indication of a postmodern lifestyle?. *International Journal of Consumer Studies*, 31(5), 478-486.

Håkansson, H., Snehota, I. (1997). No business is an island: The network concept of business strategy. *Scandinavian Journal of Management*

Hall, C.M., and Gössling, S. (2009). Global Environmental change and Tourism Enterprises. In D, Leslie (Ed.), *Tourism Enterprises and Sustainable Development* (pp. 17-35). New York: Routledge.

- Handfield, Rob ,2003. *Can You Trust the Concept of Trust in Supply Chain Relationships?* Retrieved February 3, 2011, from NC State University: <http://www.ncsu.edu/scrc/public/DIRECTOR/dir110503.html>
- Handfield, R., Sroufe, R., & Walton, S. (2005). Integrating environmental management and supply chain strategies. *Business Strategy and the Environment*, 14(1), 1-19.
- Harris, J. & Goodwin, N. (2001). Survey of Sustainable Development: Social and Economic Dimensions. *Washington: Island Press*.
- Herrera, T. (2011). Hospitality Industry Developing Tool for Greener Supply Chain. Retrieved From <http://www.greenbiz.com/news/2011/06/20/hospitality-industry>
- Henion, K., Kinnear, T. (1975). Ecological marketing. American Marketing Association.168 pages
- Hervani, A. A., Helms, M. M., & Sarkis, J. (2005). Performance measurement for green supply chain management. *Benchmarking: An International Journal*, 12(4), 330-353.
- Hjalager, A. M. (1996). Tourism and the Environment: The Innovation Connection. *Journal of Sustainable Tourism*, 4(4), 201-218.
- Hobson, K., & Essex, S. (2001). Sustainable tourism: A view from accommodation businesses. *Service Industries Journal*, 21(4), 133-146.

Hunter, C. (1997). 'Sustainable Tourism as an adaptive paradigm', *Annals of Tourism Research*, 24 (4), 850-867.

Implementing a Sustainable Supply Chain (2004). *Business & the Environment with ISO 14000 Updates*, 15(2), 1-3.

indexmundi. (2013). *Historical data graphs per year*. Retrieved from <http://www.indexmundi.com/g/g.aspx?c=ir&v=95>

Inskeep, E. (1998). Guide for local authorities on developing sustainable tourism, *World Tourism Organization*.

Iran Statistics Center. (2013). *Latest news*. Retrieved from <http://www.amar.org.ir/default.aspx>

Jackson, T., & Clift, R. (1998). Where's the profit in industrial ecology. *Journal of Industrial Ecology*, 2(1), 3-5.

Jamrozy, U. (2007). Marketing of tourism: a paradigm shift toward sustainability. *International Journal of Culture, Tourism and Hospitality Research*, 1(2), 117-130.

Jeyacheya, J., & Hampton, M. P. (2003). *Tourism and inclusive growth in small island developing states*. Commonwealth Secretariat.

- Johnson, G. Scholes, K. (1997). Exploring corporate strategy. Business and Economics. 507 pages.
- Kilbourne, W. E. (1998). Green marketing: a theoretical perspective. *Journal of Marketing Management*, 14(6), 641-655.
- Kinnear, T. C., Taylor, J. R., & Ahmed, S. A. (1974). Ecologically concerned consumers: who are they?. *The Journal of Marketing*, 20-24.
- Khatri, Upasana. (2010). Sustainable Development and Ecotourism: Theory and Application.
- Khoo, H. H., Bainbridge, I., Spedding, T. A., & Taplin, D. M. R. (2001). Creating a green supply chain. *Greener Management International*, 35(3), 71-88. From
- Kogg, B. (2003). Greening a cotton-textile supply chain. *Greener Management International*(43), 53-64.
- Landrum, N. E., & Edwards, S. (2009). *Sustainable Business: An Executive's Primer*. Business Expert Press.
- Lee, S.-Y., & Rhee, S.-K. (2007). The change in corporate environmental strategies: a longitudinal empirical study. *Management Decision*, 45(2), 196-216.
- Leonard, T. M. (2006). *Encyclopedia of the developing world* (Vol. 1). Taylor & Francis.

Lin, B., Jones, C. A., & Hsieh, C. (2001). Environmental practices and assessment: a process perspective. *Industrial Management & Data Systems*, 101(2), 71-79.

lonelyplanet. (2013). *History*. Retrieved from <http://www.lonelyplanet.com/iran/northeastern-iran/mashhad/history>

Lynes, J. K., & Dredge, D. (2006). Going green: Motivations for environmental commitment in the airline industry. A case study of Scandinavian Airlines. *Journal of sustainable tourism*, 14(2), 116-138.

Mahler, D. (2007). The sustainable supply chain. *Supply Chain Management Review*, 11(8), 59-60.

Markley, M. J., & Davis, L. (2007). Exploring future competitive advantage through sustainable supply chains. *International Journal of Physical Distribution & Logistics Management*, 37(9), 763-774.

Martin, D. Schouten. (2012) *J. Sustainable marketing*. Prentice Hall. ISBN: 0136117074

Mashhad Municipality. (2013). *Tourism* . Retrieved from <http://www.mashhad.ir/>

Mason, P. (2003) *Tourism Impacts, Planning and Management*, Oxford: Butterworth-Heinemann.

- Matthews, H. S. (2004). Thinking outside 'the Box': Designing a packaging take-back system. *California Management Review*, 46(2), 105-119.
- Mathieson, A., & Wall, G. (1982). Tourism : economic, physical, social , impacts .
London, longer man.
- McKercher, B. (2010). Some Fundamental Truths about Tourism: Understanding Tourism's Social and Environmental Impacts. *Journal of Sustainable Tourism*, 1 (1), 6-16.
- Md Ashwak Ashu (2013). *Imam reza shrine mosque (3rd largest temple in the world)*. Retrieved from <http://tourisamplaces.blogspot.com/2013/08/httiamam-reza-shrine-mosque-3rd-largest-tourism.html>
- Mentzer, J. T. DeWitt, W. Keebler, J.S. Min, S. (2011). Defining supply chain management. *Journal of Business Logistics*.22(2).
- Mishra, P., & Sharma, P. (2010). Green marketing in India: Emerging opportunities and challenges. *Journal of Engineering, Science and Management Education*, 3, 9-14.
- Moisander, J. (2007). Motivational complexity of green consumerism. *International journal of consumer studies*, 31(4), 404-409.

- Mowforth, M., & Munt, I. (2009). *Tourism and sustainability: Development, globalisation and new tourism in the Third World*. Taylor & Francis US.
- Nath, V., Kumar, R., Agrawal, R., Gautam, A., & Sharma, V. (2013). Consumer Adoption of Green Products: Modeling the Enablers. *Global Business Review*, 14(3), 453-470.
- Nathan, S. (2007). Environmental impacts of just-in-time: Effects of altered supplier transportation. *Independent Study*, 1-30.
- Newsome, D., Moore S.A, & Dowling, R.K. (2002). *Natural Area Tourism: ecology, Impacts and management*. Uk, *channel View Publications*.
- Ntloko, N. J. & Swart, K. (2008). Sport tourism event impacts on the community: A case study of red bull big wave Africa. *South African Journal for Research in Sport, Physical Education and recreation*, 30(2), 79-3
- Ottman, J. A. (1992). *Green Marketing - Challenges & Opportunities for the New Marketing Age*. Chicago, Ill. NTC Business Books.
- Page, S. J. (2009). *Tourism Management: Managing for Change*. Third Edition. *Elsevier Ltd. Oxford*.
- Parstimes (2013). *Iran travel information*. Retrieved from <http://www.parstimes.com/travel/iran/>
- Peattie, K. (1992). *Green marketing*. London: Pitman Publishing.

- Peattie, K. (2001). Towards Sustainability: The Third Age of Green Marketing. *Marketing Review*, 2(2), 129.
- Peattie, K. (1995). Promotional competitions: A winning tool for tourism marketing. *Journal of Tourism Management*.17 (6). 432-442.
- Peattie, K. Charter, M. (1994). Green Marketing. *The Marketing book*. 726-755
- Piplani, R., Pujawan, N., & Ray, S. (2008). Sustainable supply chain management: Foreword. *International Journal of Production Economics*, 111(2), 193-194.
- Porter, M. E. Van der Linde, C. (1995). Toward a New Conception of the Environment-Competitiveness Relationship. *Journal of Economics Perspective*. 97-118.
- Polonsky, M.J. (1994). An Introduction to Green Marketing. *Electronic Green Journal*, UCLA Library, UC Los Angeles, University of Newcastle .
- Polonsky, M. J. (2011). Transformative green marketing: Impediments and opportunities. *Journal of Business Research*, 64(12), 1311-1319.
- Polonsky, M. J., & Rosenberger, P. J. (2001). Reevaluating green marketing: a strategic approach. *Business Horizons*, 44(5), 21-30.

- Pomeroy, A., Noble, G., & Johnson, L. W. (2011). Conceptualising a contemporary marketing mix for sustainable tourism. *Journal of Sustainable Tourism*, 19(8), 953-969.
- Pomeroy, A., Noble, G. & Johnson, L. W. (2011). Conceptualizing a contemporary marketing mix for sustainable tourism. *Journal of Sustainable Tourism*, 19(8), 953-969.
- Porter, M.E. (1985). *Competitive Advantage*. NY: The Free Press.
- Pun, K.-F., Hui, I.-K., Lau, H. C. W., Law, H.-W., & Lewis, W. G. (2002). Development of an EMS planning framework for environmental management practices. *International Journal of Quality & Reliability Management*, 19(6), 688-709.
- Rao, P. (2007). Greening of the supply chain: An empirical study for SMES in the Philippine context. *Journal of Asia Business Studies*, 1(2).
- Reinhardt, F. L. (1998). Environmental product differentiation: Implications for corporate strategy. *California Management Review*, 40(4), 43-73.
- Reiskin, E. D., White, A. L., Johnson, J. K., & Votta, T. J. (1999). Servicizing the chemical supply chain. *Journal of Industrial Ecology*, 3(2-3), 19-31.

- Rettie, R., Burchell, K., & Riley, D. (2012). Normalising green behaviours: A new approach to sustainability marketing. *Journal of Marketing Management*, 28(3-4), 420-444.
- Rezaee, Z., & Elam, R. (2000). Emerging ISO 14000 environmental standards: a step-by-step implementation guide. *Managerial Auditing Journal*, 15(1-2), 60-67.
- Roberts, S., & Tribe, J. (2008). Sustainability indicators for small tourism enterprises—An exploratory perspective. *Journal of Sustainable Tourism*, 16(5), 575-594.
- Robinson, D. R., & Wilcox, S. (2008). The greening of the supply chain. *Logistics Management*, 47(10), 67A-72A.
- Salzman, L. (2002). *A history of the green movement in the US*. Retrieved from http://www.lornasalzman.com/collectedwritings/green_history.html
- Sarkis, J. (2003). A strategic decision framework for green supply chain management. *Journal of Cleaner Production*, 11(4), 397.
- Seuring, S. A. (2001). Green supply chain costing. *Greener Management International*(33), 71.

- Sharma, S. Vredenburg, H. (1998). Proactive corporate environmental strategy and the development of competitively valuable organizational capabilities. *Strategic Management Journal*. 19(8). 729-753.
- Sharpley, R. (2000). Tourism and sustainable development: Exploring the theoretical divide. *Journal of Sustainable tourism*, 8(1), 1-19.
- Sharpley, R & Telfer J.D (2002): *Tourism and Development; Concepts and Issues*, Great Britain, Cambrian Printers Ltd.
- Sheth, J.N., Sisodia, R.S. (Eds). (2006). *Need Does Marketing Reform? Fresh Perspectives on the Future*. N.Y: M.E. Sharpe Inc.
- Sigala, M. (2008). A supply chain management approach for investigating the role of tour operators on sustainable tourism: the case of tui. *Journal of Cleaner Production*, 16(15), 1589-1599.
- Smith, K. T. (2010). An examination of marketing techniques that influence Millennials' perceptions of whether a product is environmentally friendly. *Journal of Strategic Marketing*, 18(6), 437-450.
- Srivastava, S. K. (2007). Green supply-chain management: A state-of-the-art literature review. *International Journal of Management Reviews*, 9(1), 53-80.

Stanton, W. J., & Futrell, Ch. (1987). *Fundamentals of Marketing*. 8th edition. New York: McGraw-Hill Book Company.

Suppliers' perspectives on greening the supply chain (2001). San Francisco: Business for Social Responsibility Education Fund.

Sustainable Tourism Development Center, STDC (2009). *Sustainable supply chain management: The case of Mongolia, Cambodia and Indonesia*. *Communities in International Business*, Amsterdam, 1 – 32.

Swarbrooke, J. (1999). *Sustainable tourism management*. Cabi.

Tao, T. C., & Wall, G. (2009). Tourism as a sustainable livelihood strategy. *Tourism management*, 30(1), 90-98.

Tapper, R., & Font, X. (2004). Tourism supply chains. Report of a Desk Research Project for the Travel Foundation. *Tourism supply chains. Report of a Desk Research Project for the Travel Foundation*.

The bald, W.F. (2001). *Global Tourism*. Linacre house, Jordan Hill, Oxford OX2 8DP .1-50.

Thierry, M., Salomon, M., van Nunen, J., & van Wassenhove, L. (1995). Strategic issues in product recovery management. *California Management Review*, 37(2), 114-135.

TIME. (1974). *Cyprus: Big troubles over a small island*. Retrieved from <http://content.time.com/time/magazine/article/0,9171,911440,00.html>

Trochim, W. M., & Donnelly, J. P. (2008). *Research methods knowledge base*. Mason, OH: Atomic Dog/Cengage Learning.

Trochim, W.M. (2006). Web center for social research method. Retrieved from <http://www.socialresearchmethods.net/>

Tukker, A. Jansen, B. (2006). Environmental Impacts of Products. *Journal of Research and Analysis*, 10(3). 159-182.

UNEP. (2007). Life cycle management, a business guide to sustainability. *United nations environmental program* .

UNEP, United Nations Environment Program, & UNWTO, United Nations World Tourism Organization. (2005). *Making Tourism More Sustainable: A Guide for Policy Makers*. Paris and Madrid: UNEP and WTO.

UNEP, United Nations Environment Program. (2004). Sustainable Tourism: Definition. <http://www.unep.fr/scp/tourism/sustain/>

UNWTO, United Nations World Tourism Organization. (2004). Sustainable Development of Tourism . <http://sdt.unwto.org/en>

- Van Der Zwan, F., & Bhamra, T. (2003). Services marketing: taking up the sustainable development challenge. *Journal of Services Marketing*, 17(4), 341-356.
- Vachon, S., & Klassen, R. D. (2007). Extending green practices across the supply chain. *International Journal of Operations & Production Management*, 26(7), 795-821.
- Vogel, D. (2006). The Market for Virtue: The Potential and Limits of Corporate Social Responsibility. *Brookings Institution Press*.
- Walker, R. H., & Hanson, D. J. (1998). Green marketing and green places: a taxonomy for the destination marketer. *Journal of Marketing Management*, 14(6), 623-639.
- WalesCymru. (2003, 3 7). *Destination management*. Retrieved from [www.dmwales.com/sites/./P1_4005 Tourism value chain.pdf](http://www.dmwales.com/sites/./P1_4005%20Tourism%20value%20chain.pdf)
- Wall, G. (1997). FORUM: Is Ecotourism Sustainable?. *Environmental management*, 21(4), 483-491.
- Wee, Y. S., & Quazi, H. A. (2005). Development and validation of critical factors of environmental management. *Industrial Management & Data Systems*, 105(1), 96-114.

Weiermair, K., Peters, M. & Frehse, J. (2008). Success Factors for Public Private Partnership: Cases in Alpine Tourism Development. *Journal of Services Research*, Special issue,7-21.

WCED. (1987). *Our common future*, Oxford: Oxford University Press.

WTO, World Tourism Organization. (2010). *Tourism trends and outlook update*
UNWTO, WTO, 1-30

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2006). Service Marketing: Integrating Customer Focus Across The Firm-4/E.

Zhang, X., Song, H., & Huang, G. Q. (2009). Tourism supply chain management: A new research agenda. *Tourism management*, 30(3), 345-358.

Zhu, Q., & Sarkis, J. (2008). The moderating effects of institutional pressures on emergent green supply chain practices and performance. *International Journal of Production Research*, 45(18/19), 4333-4355.