



# **It is raining collaborations!**

*Graduation Thesis*

Carlies Bervaes

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## Prologue

Hereby I present you my graduation thesis 'It is raining collaboration!', which is part of my study Vitality and Tourism Management of the HZ University of Applied Sciences in Vlissingen. This research is conducted for the volunteer organization Green Life Volunteers in Puerto Jimenez, Costa Rica. I have worked on this research from September 2015 until June 2016.

I am grateful I got the opportunity to research the believes on corporate social responsibility and possible collaborations between different sectors in the tourism industry. I was excited to learn more about the tourism aspect of my study, since I already had more experience with the vitality part due to previous studies and internships. I was very curious how other international tourism organisations perceive corporate social responsibility, volunteer organizations and non-profit organizations. I am also grateful to do a research for a volunteer and non-profit organization because I have worked for several non-profit organizations in The Netherlands during my current study. Therefore I have experience with opinions and believes of the Dutch population, but I am curious how the Costa Rican population and organizations perceive volunteer and non-profit organizations.

I want to thank Janina Schan for giving me the opportunity to do my graduation and internship at her organization Green Life volunteers. It has been an informative period on a personal and business level. I also want to thank my supervisor Enno van der Graaf for giving feedback on my graduation thesis. Furthermore, I want to thank the interviewed tourism organizations for collaborating with this research. Finally, I want to thank my colleague and fellow student Thyrza Moes for our Costa Rican experience and her support.

I hope you read my graduation thesis with pleasure!

Carlies Bervaes

Bergen op Zoom, 3<sup>rd</sup> of June 2016

## Summary

Green Life Volunteers is a local volunteer organization in Puerto Jimenez. Green Life Volunteers has also a non-profit status in Costa Rica. Green Life Volunteers offers local volunteer projects in Costa Rica focused on helping the local community, nature, environment and animals. The volunteer organization opened only a few years ago, however the owner Janina Schan wants the organization to grow.

The purpose of this research is to reveal the opinions and believes of tourism organizations on corporate social responsibility and the possibility of collaborating with a volunteer or non-profit organization. Therefore, the following main question was developed for this research: *'How can Green Life Volunteers react to the corporate social responsibility trends and developments from tourism organizations to grow as an organization?'*. To answer the main questions, the following sub questions were established:

- How do tourism organizations perceive the importance of corporate social responsibility?
- How do tourism organizations perform corporate social responsibility practices?
- How do tourism organizations perceive a collaboration with a volunteer organization?
- Which associations does Green Life Volunteers need for a collaboration with tourism organizations?

To receive the answers on the research questions, and therefore to gain insights on the believes and opinions of tourism organizations, several tourism organizations in Costa Rica have been interviewed. This qualitative method have been chosen to gain more in-depth information. There has also been chosen for semi-structured interviews to receive more insights on corporate social responsibility and the possibility of collaboration between tourism organizations and volunteer or non-profit organizations.

According to the results of the interviews, the tourism organizations of Costa Rica find corporate social responsibility important for several reasons. The main reason is because the tourism organizations feel obligated to help and protect the local community, nature, environment and animals. Most tourism organizations practice already corporate social responsibility practices, however they are not aware they practice such practices. They want to have corporate social responsibility practices because they benefit from the resources. However not all organizations know how to be corporate social responsible. The tourism organizations also want to collaborate with volunteer or non-profit organizations to help the community, environment and animals. But on the other hand, they also want to collaborate with such organizations to receive benefits for their own organizations. Lastly, the tourism organizations find it also important the volunteer or non-profit organization is associated with transparent, honest and organized.

Based on the results of this research, several recommendations are established for Green Life Volunteers. The first recommendation is future research, establishing a brand plan, to improve the organization, offer community based projects, approach tourism organizations for a collaboration and to offer short term volunteering.

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## List of abbreviations

During this research, several abbreviations were used. You can find the abbreviations and definitions in the table below.

Abbreviation	Definition
1. CSR	Corporate Social Responsibility.
2. CST	Certification for Sustainable Tourism. A certification in Costa Rica for the tourism industry.

## Introduction

Customers believe organizations which perform corporate social responsibility outperform their competitors. Moreover, customers prefer to purchase products and services from organizations which are well-known for their ethics. However, it is important to keep trusts and fulfil corporate social promises as an organization. Otherwise the organizations will lose the credibility and customers will find it difficult to trust the organization ever again (Winslow, 2016). Corporate social responsibility will improve the relationship between the different stakeholders of an organization which lead to a competitive advantage, increases market opportunities and many other benefits (Karaye, Ishak, & Che-Adam, 2014).

According to World Travel Guide (n.d.), Costa Rica is the greenest destination on earth (World Travel Guide, n.d.). However, I am wondering how tourism organizations perceive the importance of corporate social responsibility. Are they willing to collaborate with a volunteer or non-profit organization? It could be an opportunity for volunteer or non-profit organizations to adapt to the corporate social responsibility trends and developments and benefit of them.

The purpose of this research is to gain more information about the perceptions and opinions of tourism organizations in Costa Rica on corporate social responsibility and a collaboration with volunteer or non-profit organizations. This research has gained insight on corporate social responsibility, the beliefs of corporate social responsibility according to tourism organizations, the perception of those organizations on a collaboration with volunteer or non-profit organizations and which associations volunteer or non-profit organizations need according to tourism organizations.

To answer the problem question of this research, the following main question was developed: *“How can Green Life Volunteers react to the corporate social responsibility trends and developments from tourism organizations to grow as an organization?”*

To answer the main question, several sub-questions were established:

- How do tourism organizations perceive the importance of corporate social responsibility?
- How do tourism organizations perform corporate social responsibility practices?
- How do tourism organizations perceive a collaboration with a volunteer organization?
- Which associations does Green Life Volunteers need for a collaboration with tourism organizations?

This research contains a detailed company profile of volunteer organization Green Life Volunteers. A theoretical framework in which articles were analysed on the aspects volunteer tourism, corporate social responsibility trends and developments, benefits and branding of corporate social responsibility, certifications for sustainability and corporate social responsibility, the effects of a collaboration for tourism organizations and corporate social responsibility practices or organizations. The methodology, results, discussion, conclusion and recommendations are also provided in detail. The interviews have been open, axial and selective coded and can be found in the appendices.



## 1 Company profile

<b>Organization</b>	<b>Green Life Volunteers</b>	
<b>Founder and manager</b>	Janina Schan	
<b>Address</b>	60702 Puntarenas, Golfito Puerto Jimenez Costa Rica	
<b>Email</b>	<a href="mailto:info@glvolunteers.com">info@glvolunteers.com</a>	
<b>Website</b>	<a href="http://www.glvolunteers.com">www.glvolunteers.com</a>	
<b>Telephone number</b>	+506 – 8412 – 0006	

The mission of Green Life Volunteers is to offer real, unique and meaningful voluntary projects in which you will only pay for what is needed, which are accommodation costs and food. The vision of Green Life Volunteers is to satisfy the product, service and self-fulfilment needs of the volunteers and the local community as a leading non-profit company in Costa Rica. Furthermore the target group of Green Life Volunteers is focused on potential volunteers from all countries over the world. Even though Green Life Volunteers understands that the different target groups need different marketing approaches. One of the target groups they want to approach are students from all over the world because the organization believes this target group pays attention to the global matters, wants to be meaningful to the society and has available time and interest to see how local communities live abroad.

Janina Schan is the founder and manager of Green Life Volunteers in Costa Rica. She started this local non-profit organization in 2011. Janina was born in Germany, achieved a Bachelor of Science in Germany and completed a Master in Environmental Studies at York University in Toronto. Janina studied in Costa Rica during her master research with the main focus on conservation & tropical ecology. One of the main key drivers of Janina is to make a difference mainly in the field of development projects and conservation. Green Life Volunteers offers low fees to the volunteers on their projects. The volunteers only pay for what is really needed, such as food and accommodation costs.

Janina finds it difficult to focus on all the aspects of the business since the start of Green Life Volunteers in 2011. Due to the fact Janina works on her own, the amount of volunteers is limited to 40 volunteers in the previous years combined. She does not have the time available to do research about collaborations with tourism organizations to improve Green Life Volunteers. To achieve one of her main goals she needs to explore the possibility to collaborate with tourism organizations to improve Green Life Volunteers. Green Life Volunteers collaborates with local “partner” organizations in Costa Rica who run the projects of Green Life Volunteers. These partners need volunteers or participants, but they do not have the time or resources. Thus, Green Life Volunteers provides these partners the volunteers or/and participants.

Green Life Volunteers receives a small commission for the organization of the projects, for picking the participants or/and volunteers up from the airport, and for giving the participants or/and volunteers

an orientation. The fees of the participants or/and volunteers go directly into the project, host families, meals and transport costs. Green Life Volunteers works only with local partner organizations who have been established and worked with international participants or/and volunteers for a long time. Furthermore, Green Life Volunteers collaborates with [www.anywhereincostarica.nl](http://www.anywhereincostarica.nl), a tour operator in Costa Rica. This tour operator adds a small fee on the original price of a project from Green Life Volunteers. Hereby Green Life Volunteers receives the normal income of a project and the tour operator receives the fee. The effects of the collaboration between the Green Life Volunteers and tourism organizations will be examined in this research.

## 2 Theoretical Framework

To understand the subject of this research it is important to explore different existing theories. The subjects which will be discussed in this theoretical framework are: volunteer tourism, corporate social responsibility trends and developments, the branding of corporate social responsibility, certifications for sustainability and corporate social responsibility, the effects of a collaboration with volunteer organizations for tourism organizations and corporate social responsibility of organizations. In this theoretical framework trends, developments and the scientific theories from other researchers about the different concept mentioned above, will be discussed with each other.

### 2.1 Volunteer tourism

According to the article of Tomazos and Butler (2012), the volunteer tourist term applies to:

“...tourist who for various reasons volunteer in an organized way to undertake holidays that might involve aiding or alleviating the material poverty of some groups in society, the restoration of certain environments or research into aspects of society or environment” (Tomazos & Butler, 2012, p. 1).

However, the definition of volunteer tourism according to Wearing and McGehee (2013) is focused on the opportunity offered by tour operators to volunteer and have a cultural exchange with the local community (Wearing & McGehee, 2013).

According to the article of Sin (2008), volunteer tourism is a form where the tourists will volunteer in a local community as a part of their travel. Volunteer tourism has become increasingly popular and available amongst tourist of everyday and from different parts of the world (Sin, 2008). The increasing number of volunteer tourist has also been expressed in the article of Wearing and McGehee (2013). They mentioned that the participation of volunteer tourism has grown over the past 20 years. Not only the participation of volunteer tourism has grown, but also the results after searching the words “volunteer tourism” has grown rapidly between 2008 and 2012 with 4,620,000 hits (Wearing & McGehee, 2013). According to Mostafanezhad (2014), the growth of volunteer tourism can also be related to the humanitarian work practiced by celebrities, such as Angelina Jolie and Brad Pitt (Mostafanezhad , 2014). Another researchers explained the ten different global trends and developments on volunteering aspect. According to Murphy (2014), these trends are:

“The growing level of human need in the world, the increased global uncertainty and disorder, the disruption of entire communities by HIV/AIDS, the increasing number of young people in many countries, the increasing number of older people in many countries, the evolving role of government in addressing human and social problems, the increasingly visible and influential role religion is playing in world affairs, the pervasive global influence of business, new technology and new levels of expectation about participation” (Murphy, 2014, p. 1).

According to Wearing and McGehee (2013), volunteer tourism is an expanding sector of the tourism industry in the developed and developing countries. Generally, the intention of international volunteer tourism is to serve communities in need with humanitarian and environmental projects. There are various reasons for tourists to choose for volunteer tourism. For example, the motivation of the

tourists can be to want more humanitarian experiences instead of the mass tourism, to desire self-development, to give something back to the host community, to participate in the development of a community or to understand more of the cultural differences. The larger projects are generally funded by non-tourism oriented institutions, for example the World Bank. However, these institutions may lack of awareness and understanding of the tourism industry. Also these organizations do not observe themselves as being a part of the tourism industry. In the last 20 years several of Non-Governmental organizations have identified themselves with ecotourism, using the income of the tourist who wants to help and save the environment (Wearing & McGehee, 2013).

In conclusion, volunteer tourism is a holiday where the volunteer will help a local community or environment and will also have a cultural aspect with local people. Furthermore, volunteer tourism has grown in the last 20 years because it is more popular and available. People participate volunteer tourism because of the desire of self-development, to want more humanitarian experience, to give something back to the (host) community, to participate in a community's development or to understand more of the cultural differences. The growth and developments in volunteer tourism are important for this research to understand Green Life Volunteers and to research for opportunities for a collaboration between Green Life Volunteers and tourism organizations.

## 2.2 Corporate social responsibility trends and developments

The definition of corporate social responsibility according to Rahman and Norman (2015) is:

“Corporate social responsibility encompasses not only what companies do with their profits, but also how they make them. It goes beyond philanthropy and compliance and addresses how companies manage their economic, social, and environmental impacts, as well as their relationships in all key spheres of influence: the workplace, the marketplace, the supply chain, the community, and the public policy realm” (Rahman & Norman, 2015, p. 2).

According to Grover (2014), the governments need the help of the private sector to help a society grow. Therefore, the importance of helping communities is necessary to be understood by the corporates. (Grover, 2014). Kumar and Christodouloupoulou (2013) declares in their article the number of consumers whose preferences to purchase from companies which care about sustainability is growing. They expect that the business to business firms will also notice the trend of consumers' preferences by the pressure from their customers and distributors (Kumar & Christodouloupoulou, 2013). Another development according to Gatignon-Turnau and Mignonac (2013), is the increasing support or accommodation from companies towards employees to perform volunteering activities during working hours and/or in their own time. This corporate social responsibility development, especially in Europe and North America, has grown fast in the last decade. Also, this development offers a positive possibility for strategic and human resource management, for example improving the employees commitment and motivation, professional development, teamwork and cohesion, and at last gaining reputation concerning to clients, investors clients and future employees (Gatignon-Turnau & Mignonac, 2013). This trend has been confirmed by the organization MVO Nederland (n.d.). They mentioned 'social involved entrepreneurship' is a trend which has a positive effect on the employees of the organization. The effect of this trend is not always financial profit, but can also be goodwill, less absence through illness and involved employees. Other effects are the improvement on the internal communication, team spirit, proud, developments of talents and the competences of individual

employees (MVO Nederland, n.d.). A significant new trend in corporate volunteering initiatives according to Gitgnong-Turnau and Mignonac (2013) is cross-border volunteering. Due to this trend employees will have the chance to perform volunteering activities abroad. Generally cross-border volunteering is a collaboration between an organization and volunteer organizations (Gatignong-Turnau & Mignonac, 2013).

In conclusion, corporate social responsibility is not only what companies do with their profit but also how they make them. There are multiple CSR trends and developments for organizations because the consumers who care about sustainability is growing. They expect that the business to business organizations will also integrate CSR activities because of the customers' pressure. Another development is the growing support of companies towards employees to perform volunteer activities during work hours or in their own time. Tourism organizations will be interviewed to research if they use any of the trends and developments of corporate social responsibility. Otherwise, it can lead to new or complementary recommendations.

### 2.3 Effects and branding of corporate social responsibility

Epstein-Reeves (2012) described corporate social responsibility as a way that will not solve the world's problems but it is a way for companies to benefit themselves while also benefiting the society. Stated by Epstein-Reeves (2012) there are six reasons for companies to embrace corporate social responsibility: Innovation, cost savings, brand differentiation, long-term thinking, customer engagement and employee engagement (Epstein-Reeves, 2012). These benefits of corporate social responsibility are confirmed by other experts. According to Rahman and Norman (2015), corporate social responsibility can place a company in a more beneficial position in contrast with the competitors. These benefits maintain the corporate social responsibility actions which will be exchanged by the community under certain circumstances, for example improving the reputation and corporate image that attracts and maintain customers, improving the attitude of the employees which will result in better employee engagement, access to funding opportunities and other investments. Due to these benefits, companies will be driven to view corporate social responsibility as a business strategy, which will maintain society's welfare and will lead to long-term success for the company (Rahman & Norman, 2015). Grover (2014) describes other benefits in his article. Corporate social responsibility activities lead to a higher brand equity. Those activities are perceived as value-creating, which can result on more positive recommendations. Corporate social responsibility has also a positive influence on the attitudes and decisions of consumers because certain product and services advertisement can trigger the feeling of hope and can create a specific goal. Hereby, corporate social responsibility can contribute to the sustainable development and the marketing strategies need to adapt on a wider CSR strategy. Grovers (2014) also mentioned that corporate social responsibility has an effect on the customers' loyalty, behaviour and valuation of the business services (Grover, 2014). Another positive effect of corporate social responsibility activities is mentioned in the article of Kumar and Christodouloupoulou (2013). They say the businesses which operates in competitive markets needs to use the enormous amount of energy, resources and infrastructure to develop new, modern and state-of-the-art competences. A firm can integrate sustainability-gearred actions of operations with the branding efforts of the firm to increase support and their performance. Significant benefits and secure the support of customers and other stakeholders can be developed because of integrating sustainability in the

marketing of the firm. Furthermore, according to Kumar and Christodouloupoulou (2013) branding was found to be important for purchases of high importance and risk, by buyers who are large and complex. Moreover, branding can be used by business to business firms to take advantage of it. The brand is relative important for a firm. However the delivery, price and technology is more important than a brand according to Kumar and Christodouloupoulou (2013). A strong brand can have a positive effect on new product introductions, boost the willingness of business to business customers to recommend others and realize a price premium. However, Kumar and Christodouloupoulou (2013) add that businesses cope to understand clearly the ways to techniques can be used to operationalize the integration of marketing and operations for becoming sustainable. Branding can be the solution for such integration according to Kumar and Christodouloupoulou (2013). Marketing can promote and support sustainability-oriented operations by adding the associating sustainability to the brand (Kumar & Christodouloupoulou, 2013). Just as Kumar and Christodouloupoulou (2013), Li, Fu and Huang (2015) claims CSR activities can avoid a negative image of a firm. Also, customers communicate or form themselves to others by the identification with favourable brand images. In all probability, a firm can establish a strong and meaningful connection between the corporate brand image and customer's image when the brand satisfies an identified psychological need to be a responsible citizen. Hereby, the consumers will have stronger interpretation of the firm if it introduces CSR practices to create the positive image of being socially responsible (Li, Fu, & Huang, 2015).

In conclusion, organizations can profit of corporate social responsibility and at the same time have benefits for the society. Corporate social responsibility can have benefits because of the innovation, cost savings, brand differentiation, long-term thinking, customer engagement and employee engagement. Furthermore, CSR activities can lead to beneficial position in contrast with competitors, lead to higher brand equity, customer loyalty, customer behaviour and customer valuation. Also, CSR activities can be used in the branding of the organization. Branding (of corporate social responsibility) can have a positive effect on new product introductions, can add the association sustainability to the brand and can avoid a negative image of an organization. Customers communicate and form themselves by the identification with favourable brand images. The benefits and branding of corporate social responsibility has to be studied during this research because it will show how the tourism companies are involved and have knowledge about branding with CSR activities.

## 2.4 Certifications for sustainability and corporate social responsibility

According to Dodds & Joppe (2005), certifications for sustainability and corporate social responsibility in the tourism industry started in the early 1990's. Organizations benefit from a certification because they can distinguish themselves from competitors and increase their relations into distribution chain and to clients through marketing, which will lead to increasing the businesses competitiveness (Dodds & Joppe, 2005). Gaining more advantages over the competitors is also stated by Devonne (2011). Furthermore, Devonne (2011) mentioned other benefits of having a certification for sustainability and corporate social responsibility. Organizations with a certification will also have lower operating costs, a higher property value, safer and healthier environments, and can be recognized of their sustainability and corporate social responsibility practices. This can lead to positive publicity and a customer base which is new and eco-conscious (Devonne, 2011). Organizations in the tourism industry of Costa Rica can earn the Certification for Sustainable Tourism. This certification is an initiative of the Costa Rican

Tourism Institute. The Certification for Sustainable Tourism is designed to differentiate organizations based on their sustainability, nature, culture and social activities (Sostenible, 2014) . According to LePree (2008-2009) the tourism organizations will be evaluated on their sustainability activities and on their corporate social responsibility activities. The organizations will be evaluated on the following certification criteria: physical-biological parameters, infrastructure and services, the external client, and the socio-economic environment (LaPree, 2008-2009). The score of the evaluation will determine the level of sustainability and corporate social responsibility. The Certification of Sustainable consists six levels. Zero leaves is the lowest, in this case the organization is not sustainable and corporate social responsible because it achieved a low score during the evaluation. The highest is five leaves, the organization is very sustainable and corporate social responsible in this case because the organization achieved a high score during the evaluation (Sostenible, 2014). The tourism organizations in Costa Rica can benefit of the Certification for Sustainable Tourism due to the marketing strategies Costa Rica Tourism Institute uses for its campaign in the country. Also, the organizations will be listed on the website of the Certification for Sustainable Tourism. The organizations can also use the certification for their own marketing promotions to identify themselves as sustainable, which will add value to their products or services. Organization may also benefit complete or partial exemption from registration fees to international fairs (Visit Costa Rica, n.d.).

In conclusion, organizations may receive benefits from a sustainability and corporate social responsibility certification because they can distinguish themselves from competitors, increase relations into distribution chain, increase relations to clients by marketing, having lower operating costs, having higher property value, having a safer and healthier environment, and can be recognized of their sustainability and corporate social responsibility activities. Organizations will be evaluated on their sustainability and corporate social responsibility activities. The Certification for Sustainable Tourism may lead to several benefits for Costa Rican organizations. They may benefit from the marketing of the national campaign, the listing on the website of the Certification for Sustainable Tourism, using the certification for their own marketing promotions to identify themselves as sustainable, and the complete or partial exemption from registration fees to international fairs. Understanding sustainability and corporate social responsibility certifications are important to research for collaboration opportunities between Green Life Volunteers and tourism organizations.

## 2.5 The effects of a collaboration for tourism organizations

As stated in the article of Kumar and Christodouloupoulou (2013) corporate social responsibility practices are becoming customary, also for small and medium firms, because these practices are associated with positive results. Multiple stakeholders relationships react on the impact from corporate social responsibility. Kumar and Christodouloupoulou (2013) also mention that corporate social responsibility initiatives are linked with positive company associations and boosting the willingness to purchase from, work for and invest in this firm. Furthermore, firms which add corporate social responsibility are related to better financial results. Also, most companies start to appreciate and embrace the value of focusing on sustainability (Kumar & Christodouloupoulou, 2013). Not only Kumar and Christodouloupoulou (2013) mentioned the positive effects of CSR but also have been acknowledged by Li, Fu and Huang (2015) in their article. Li, Fu and Huang (2015) claims CSR practices can improve the customer's positive emotions and reduces the negative interpretations of the firm (Li,

Fu, & Huang, 2015). This has been confirmed by the organization Ehio media BV (2013) which is specialized in online marketing. Ehio (2013) acknowledges the fact more organizations discovered the possibilities of a collaboration with volunteer organization in their marketing, brand, product or service. The collaboration between an external organization and a volunteer organization has positive effects for both parties. Such collaboration can result in more sales, better price, customer loyalty, strengthen or maintain the relationship, strengthen the brand or improving the brand or position. An external organization can collaborate with a volunteer organization through collaborate social responsibility or through the marketing for a more positive image. Besides the promotion, an organization can also use the association with a volunteer organization to increase the price when there is a lot of competition in the market. According to Ehio (2013) the following developments caused for the collaboration with volunteer organizations: The use of service marketing, the consumption behaviour has adapt to the higher regions of the hierarchy of need of Maslow, consumers accept that organizations have a positive collaboration with communities charities, the relationship with the customer has become more important in the marketing and the increasing number of organizations with reputational damage. According to different researches, Ehio (2013) confirms customers appreciate an organization which collaborate with volunteer organizations. Those companies are more likely to be chosen than companies that do not and are associated to be trusted (Ehio Media BV, 2013). However, the consumers do not find those initiatives always interesting. The consumers may care about the environment but do not use the information about sustainability policies of companies in their actual purchase behaviour usually because they find it irrelevant. The sustainable actions of the suppliers do not always have an impact on sustainability efforts and business customers and intermediaries bottom-line. Due to this the supply chains in the green practices in the business to business are not as extensive as in the business to consumer supply chains (Kumar & Christodouloupoulou, 2013). Besides this fact the article of Li, Fu and Huang (2015) mentioned an another effect for external organizations who practice corporate social responsibility activities. They stated that by engaging to corporate charity a firm can maximize its benefits. However a firm cannot maximize any economic returns. On the other hand green initiatives lead to higher return intentions and consumer satisfaction. Practices focused on environmental protection can give the public an image of a firm and its customers about their voluntarily willingness and are able to carry the cost of a product that have benefits of the environment but not favour itself. These practices will lead to a positive and social image of the firm (Li, Fu, & Huang, 2015). Furthermore there is an another positive effect for organizations due to the development according to Gatignon-Turnau and Mignonac (2013) in their article. The development is the increasing support or accommodation from companies towards employees to perform volunteering activities during working hours and/or in their own time. This corporate social responsibility development, especially in Europe and North America, has grown fast in the last decade. The positive possibility from this development is for strategic and human resource management, for example improving the employees commitment and motivation, professional development, teamwork and cohesion, and at last gaining reputation concerning to clients, investors clients and future employees. Company support for employee volunteering can give the employees the feeling that the company cares about their well-being and values them. This reaction can have a positive influence on the relationship resulting in a stronger emotional bond between the employees and company. The employees who practice CSEV activities (Company support for employee) perceive their company as more pro-social, more respected by external stakeholders, and hereby deserving of their emotional attachment. However, employees seem to be sensitive if their company support for

employees is used for public relations purposes or to strengthen the public image of the company. They also believe when a company takes advantage of the volunteering program, they are self-centred and egoistic. In addition, acknowledgement of public relations motives will undercut the positive effect of company support for employee activities on corporate employee's attitudes towards the company. When the company does not only focus on improving the public relations or external images through employee activities, employees will perceive the volunteering activities as a genuine "gift" (Gatignon-Turnau & Mignonac, 2013).

In conclusion, corporate social responsibility practices become more popular because they are associated with positive results. Because of the positive associations customers are willing to purchase from this organization or people want to work or invest in it. Most companies start to appreciate and embrace the value of focusing on sustainability. More organizations discover the possibilities of a collaboration with volunteer organizations because of the positive effects. Customers appreciate organizations which collaborate with volunteer organizations. However, customers do not find those initiatives always interesting. Another development is the increasing support from companies towards employees to volunteer in their own time or during working hours. One of the positive effects of this support is the influences on the relationship between the employees and the organization. The effects of a collaboration between tourism organizations and volunteer organizations is important to research because of the knowledge and experiences of tourism organizations. Furthermore, it can lead to new or complementary recommendations.

## 2.6 Corporate social responsibility practices of organizations

According to Sin (2008), several educational institutes from different countries all over the world practice volunteering or community services activities overseas. Students in Singapore participate in the volunteering industry because of a national program which creates a greater awareness of the value of community involvement. Also, there have been non-government organizations YEP (Youth Expedition Project) and NYC (National Youth Council) developed. Because of the volunteer services of YEP, there are 9500 youth in 450 community service projects overseas in ten Asian countries. The services of YEP gives the youth of Singapore the possibility to develop confidence about their obligations and roles towards their communities (Sin, 2008). Another organization which collaborates in the volunteer sector is the Dutch financial institution "Rabobank". Rabobank does not aim for the highest profit because it is a cooperation without shareholders. Therefore the financial institution can give something back to the community. Rabobank collaborates with three funds. The first fund is the cooperation fund, a fund which supports local societies and foundations. The second fund is the innovation fund which supports and advances local innovations, enterprises, sustainability, growth in employment opportunities and knowledge economy. The last fund is the Rabobank foundations which supports more knowledge and a better future for farmers in middle Indonesia (Rabobank, n.d.). Another financial institution which practices corporate social responsibility activities is the Bank of America. The organization practices CSR activities because their core purpose is making the financial lives of people around the world better. The activities they practice support local, national and global efforts. The Bank of America accomplished in 2014 different activities, such as starting a partnership to support women in developing countries, raising money to fight AIDS and starting a partnership to support women entrepreneur in the U.S. (Bank of America, n.d.). H&M is another organization which

also practices social responsibility activities. The clothing brand H&M practices several CSR activities. One of them is the collaboration with UNICEF. H&M believes in the shared value of investing in social and environmental initiatives which strengthen the communities around us (H&M, n.d.). One of the promotions H&M did in 2014 was donating 10% of the selling price of baby clothing to UNICEF for their vaccination project (UNICEF, n.d.). Another organization which performs corporate responsibility activities is Yum!, world's largest restaurant company. Yum! believes in their CSR activities. The brand receives the high quality and safe food products for the restaurants from local farmers. Also, Yum! invests in their employees, takes care of their environment and reduces their footprint. And at last, Yum! gives something back to the local community and supports volunteer work (Yum!, 2014). Also, the Dutch radio station '3FM' has established a corporate social responsibility movement with the charity organization 'Red Cross' of the Netherlands. The two organizations formed the event 'Serious Request' in 2004 to ask more attention for disasters and to collect money. The DJ's of 3FM voluntarily locked themselves up in a 'house of glass' for one week to collect money by playing request songs for money. Also, they did not eat during this week to establish more attention on the disaster they wanted to help (Serious Request, 2014). A Dutch travel agency called All for Nature Travel & Consultancy offers their tours in a corporate and social responsible way. They believe the world should reduce their ecological footprint. One of their corporate social responsibility activities is offering incomes to the local communities of their destinations as an alternative for poaching, logging and overfishing. Another corporate social activity All for Nature Travel & Consultancy offers is investing 10% of their profit in the protection of nature (All for Nature, n.d.). Another Dutch travel agency which practices corporate social responsibility is Sawadee. They help different projects all over the world during their organized travels. The tourist will be in contact with the local community to learn more about their culture. Tourists who visit for example Kenya will visit the poorest neighbourhoods and will be invited in the homes, hair salons and jeweller shop of the local community (Sawadee, 2016). Furthermore, the international hotel chain Wyndham has also corporate social responsibility practices. They support the local community by their own foundation, donate money to children and provide volunteer work. They also help the environment by educating the local community the importance of sustainability practice, recycle and reduce their use of energy and water (Wyndham, n.d.). Also, the international hotel chain Marriott is implement corporate social responsibility in their organization. Besides reducing their energy, water and GHG emissions, they also have several projects involving the environment and community. They have corporate social responsibility projects such as helping at educational institutes in South-America, restoration of Mangrove in Thailand, challenging guests in Europe to take action against climate change and support Disabled Children Associations in Saudi Arabia (Marriott, n.d.). Shangri-La is also an international hotel chain which implement corporate social responsibility activities in their organization. The Shangri-La strives to educate its stakeholders, to engage and inspire its employees, to enjoin their business partners and to align with the local community. Every hotel of the Shangri-La Chain has a commitment with a project in their community, for example an educational institute, health centre or orphanage. All hotels also need to help the environment, and due to this the organization help 19 sanctuaries in total (Shangri-La, n.d.).

In conclusion, there are different organizations which already practice corporate social responsibility. Students in Singapore volunteer because of a national program, Rabobank collaborates with three funds which help local communities and foreign communities, Bank of America strives to make the financial lives of people around the world better, H&M has different collaborations including UNICEF,

Yum! collaborates with local farmers, invests in employees, takes care of their environment and reduces their footprint, 3FM established an annual movement with charity organization 'Red Cross'. Corporate social responsibility practices are also visible in the tourism industry. All for Nature Travel & Consultancy wants to reduce the world's ecological footprint, Sawadee introduces the tourist to local communities in different countries, Wyndham hotels support local communities by donating money, Marriott hotels have several projects all over the world to help the local community and nature and Shangri-La is active to support local communities and to help the environment in supporting for example sanctuaries. It is important to research the corporate social responsibility practices of organizations in the world to gain more insight on possible corporate social responsibility activities.

## 2.6 Conclusion

In conclusion, volunteer tourism, which is a holiday where the volunteer will help a local community or environment, has grown in the last 20 years because it is more popular and available. People participate in volunteer tourism because of the desire of self-development, to want more humanitarian experience, to give something back to the (host) community, to participate in a community's development or to understand more of the cultural differences. Corporate social responsibility is not only what companies do with their profit but also how they make it. The number of customers who care about sustainability is growing. They expect that the business-to-business organizations will also integrate CSR activities because of the customers' pressure. Another development is the growing support of companies towards employees to perform volunteer activities during work hours or in their own time. Organizations can profit from corporate social responsibility and at the same time have benefits for the society. Corporate social responsibility can have benefits because of the innovation, cost savings, brand differentiation, long-term thinking, customer engagement and employee engagement. Also, CSR activities can lead to a beneficial position in contrast with competitors, lead to higher brand equity, customer loyalty, customer behaviour and customer valuation. Furthermore, CSR activities can be used in the branding of the organization. Branding (of corporate social responsibility) can have a positive effect on new product introductions, can add the association of sustainability to the brand and can avoid a negative image of an organization. Customers communicate and form themselves by the identification with favourable brand images. Corporate social responsibility practices become more popular because they are associated with positive results. Because of the positive associations, customers are willing to purchase from this organization or people want to work or invest in it. Most companies start to appreciate and embrace the value of focusing on sustainability. Organizations can distinguish themselves from competitors with a sustainability or corporate social responsibility certification. Organizations can also use the certification for marketing promotions and to increase relations with distributors and clients. Costa Rican organizations in the tourism industry will be evaluated on their corporate social responsibility and sustainability activities if they apply for the Certification for Sustainable Tourism. More organizations discover the possibilities of a collaboration with volunteer organizations because of the positive effects. Customers appreciate organizations which collaborate with volunteer organizations. However, customers do not find those initiatives always interesting. One of the positive effects of this support is the influence on the relationship between the employees and the organization. There are different organizations which already practice corporate social responsibility and they help local and foreign communities due to different collaborations or programs.



### 3 Methodology

In this chapter the methodology is described. The research methods, respondents, data analysis process, operationalization, limiting conditions and ethics will be discussed in this chapter.

#### 3.1 Research methods

Different research techniques have been selected to research the believes of tourism organizations about the importance of corporate social responsibility and for a collaboration with volunteer or non-profit organizations. A qualitative method was chosen for this research because this method gave more in-depth information about the motivations, opinions and needs of the target group. The interviewees have been semi-structured interviewed, which is a qualitative method. During interviews it was possible to in-depth interviewing the interviewees, test footage and to change the questioning. This form of semi-structured interview has given the opportunity to gain more information than during a survey (Baarda, 2009). For this research it helped to gain deeper information in the objectives of tourism companies about their view on a collaboration with volunteer or non-profit organizations, importance of corporate social responsibility and their corporate social responsibility activities. The different sub-questions and methods which are chosen for this research are presented in the table below.

Sub question	Methods
1. How do tourism organizations perceive the importance of corporate social responsibility?	Interviews
2. How do tourism organizations perform corporate social responsibility practices?	Interviews
3. How do tourism organizations perceive a collaboration with a volunteering organization?	Interviews
4. Which associations does Green Life Volunteers need for a collaboration with tourism organizations?	Interviews

#### 3.2 Respondents

The target group who has been interviewed for this research are Costa Rican organizations in the tourism industry which do not collaborate with Green Life Volunteers. Tourism organizations were chosen because they do not collaborate with Green Life Volunteers yet and are the experts in the tourism industry of Costa Rica. The tourism industry in Costa Rica has been selected because of the limited other external organizations in Puerto Jimenez and Janina wanted to gain more insights of the local tourism industry. Also, Puerto Jimenez and a lot of other cities in Costa Rica are focused on the tourism industry. There has been received information during the interviews with the target group about their belief on corporate social responsibility, corporate social activities and their opinion about a possible collaboration between the target group and Green Life Volunteers. The information will be gained by semi-structured interviews and will be held with Costa Rican organizations in the tourism industry who do not collaborate with Green Life volunteers. Because of the qualitative research, the interviews will be stopped when no new information will be gathered, so when the theoretical saturation is achieved. This kind of research has been chosen due to the fact it is credible because of the gained insights of the different interviewees who do not work with volunteer organizations. During

this research a log book was being maintained to evidence the credibility of the interviewees. The logbook is presented in the table below.

Interview	Organization	Date
1	Lapa Rios	27 <sup>th</sup> of January 2016
2	Lunas Hostel	28 <sup>th</sup> of January 2016
3	Hotel Inn	29 <sup>th</sup> of January 2016
4	Osa Beach House	10 <sup>th</sup> of February 2016
5	Osa Green Travel	16 <sup>th</sup> of February 2016
6	Corcovado Experience	17 <sup>th</sup> of February 2016
7	Jaguar Corcovado Tours	17 <sup>th</sup> of February 2016
8	Osa Wild	17 <sup>th</sup> of February 2016
9	Toucan Travel	17 <sup>th</sup> of February 2016
10	Osa Corcovado Tours	18 <sup>th</sup> of February 2016
11	Hotel Brilla Sol	24 <sup>th</sup> of February 2016
12	Magic Mountain Hotel	25 <sup>th</sup> of February 2016
13	Arenal Evergreen	27 <sup>th</sup> of February 2016
14	Iguana Lodge	2 <sup>nd</sup> of March 2016
15	Adventure Inn	20 <sup>th</sup> of March 2016
16	Casita Corcovado	25 <sup>th</sup> of March 2016
17	Costa Rica Expeditions	25 <sup>th</sup> of March 2016
18	GAIA Hotel & Reserve	28 <sup>th</sup> of March 2016

### 3.3 Data analysis process

For this research the data of the interviews has been written out in a transcript and is analysed through five steps. Before analysing the interviews a topic list has been established. The topic list can be found in [Appendix 1](#). The first step of analysing the data was to order the data of the interviews. The next step was to determine the relevance of the data of the interviews, open coding and axial coding. The last step was to code selective. Open coding can be found in [Appendix 2](#), axial coding is presented in [Appendix 3](#) and selective code can be found in [Appendix 4](#).

### 3.4 Operationalization

In this chapter the operationalization will be described. The operationalization is shown below in the four tables. Every table presents a sub-question with their own concept, dimensions and the asked interview questions.

### How do tourism organizations perceive the importance of corporate social responsibility?

CSR	Certifications	Knowledge	<ul style="list-style-type: none"> <li>Are you familiar with the Certification for Sustainable Tourism or other corporate social responsibility and sustainability certifications for the tourism industry?</li> </ul>
		Motive	<ul style="list-style-type: none"> <li>Does your organization has a corporate social responsibility or sustainability certification? Which one and why? Or why not?</li> <li>Would your organization wants any corporate social responsibility or sustainability certifications and why?</li> </ul>
	Beliefs	Internal	<ul style="list-style-type: none"> <li>What is your belief on corporate social responsibility?</li> <li>Why is corporate social responsibility and sustainability important, or not important for your organization?</li> </ul>
			Target group

### How do tourism organizations perform corporate social responsibility practices?

Practices	Motivation and arguments	Current	<ul style="list-style-type: none"> <li>Does your organization has corporate social responsibility practices? And why or why not?</li> </ul>
		Past	<ul style="list-style-type: none"> <li>If your organization does not have corporate social responsibility practices, did your organization try to have corporate social responsibility practices in the past? What was its success or failure?</li> </ul>
	Benefits	Internal	<ul style="list-style-type: none"> <li>What kind of benefits of being sustainable and having corporate social responsibility do you think your organization will have?</li> </ul>
		Competitors	<ul style="list-style-type: none"> <li>What kind of benefits of corporate social responsibility practices do you notice by other organizations or competitors which could be useful for your organization?</li> </ul>

**How do tourism organizations perceive a collaboration with a non-profit or volunteer organization?**

Collaboration	Perception	Organizations	<ul style="list-style-type: none"> <li>• Does your organization collaborate with other organizations? What kind of collaborations are they and why does your organization collaborate with them?</li> <li>• What kind of benefits do you have from collaborating with other organizations?</li> </ul>
		Non-profit and volunteer organizations	<ul style="list-style-type: none"> <li>• Do you already collaborate with non-profit or volunteer organizations? If yes, which organizations are you collaborating with and why? If no, why not?</li> <li>• Would a collaboration with a non-profit or volunteer organization be a possibility for your organization? And why or why not?</li> </ul>

**Which associations does Green Life Volunteers need for a collaboration with tourism organizations?**

Branding	Non-profit and volunteer organizations	Important factors	<ul style="list-style-type: none"> <li>• What would be important for a non-profit of volunteer organization for a collaboration with your organization?</li> </ul>
		Associations	<ul style="list-style-type: none"> <li>• Does the non-profit of volunteer organization need specific associations or characteristics when they collaborate with your organization? What kind of associations or characteristics?</li> </ul>

### 3.5 Limiting conditions

During this research, several limiting conditions encountered. These are de several limiting conditions:

- **Time**  
The available time was a limiting condition because the tourism organization did not fulfil their commitments. Also, conducting the transcripts took more time because most of the interviewees did not speak very good English. Furthermore, tourism organizations from other countries were approached, however because of the lack of time and response it was not doable to interview also organizations outside of Costa Rica.
- **Ethics**  
The Costa Rican tourism organizations can have differences in culture from Dutch or European organizations. Therefore it has happened that several contact persons of the tourism

organizations were late or did not show up. Also, most of the interviewees did not speak very good English.

- **Number of participants**

The number of participants was a limiting condition because Puerto Jimenez is a small town with not a lot of organizations.

- **Place**

Puerto Jimenez is a rural small town in Costa Rica. Interviewing tourism organizations from cities further was more difficult because of long transportation time to those destinations.

- **Work environment**

The climate of Costa Rica has a high temperature which had increased the concentration. Also the office chairs and desks were feasible for regular life, however unfit for working in an office. The unfit office chairs and desks resulted in health problems. Furthermore, the research has been stopped for two weeks in total because of several robberies.

### 3.6 Ethics

Efforts have been made to conduct the interviews in an honest and objective manner. The participation to the interview was voluntarily. Each interviewee was able to refuse to participate and no rewards were given. The results of the interviews have been treated confidentially.



## 4 Results

The results of the interviews will be discussed in this chapter. 18 in-depth interviews were held in Costa Rica from January 2016 until March 2016. The interviewees were tourism organizations in Costa Rica. The results were analysed via open, axial and selective coding. Open coding can be found in [appendix 2](#), axial coding in [appendix 3](#) and selective coding in [appendix 4](#). Also, the results are divided in the subjects certification, beliefs, motivations and arguments, benefits, perception and non-profit or volunteer organization.

### 4.1 Certification

Most of the interviewees are familiar with the CST. Only a small part of the interviewees knew other certifications, has the Certification for Sustainable tourism or has other certifications. If interviewees have the Certification for Sustainable Tourism, they have earned the certification by helping local community and following the CST guidelines.

*“The Certification for Sustainable Tourism is based on four fundamentals and Lapa Rios apply and do all these fundamentals in our operation” (Interviewee 1).*

Other reasons were because of helping conservation, education, environment, being aware of CSR or because they are a CSR orientated organization. Most interviewees mentioned they do not have a certification. The reasons of not having a certification were very divided. Most interviewees stated they do not have a certification because it is hard to earn, costs a lot of money and they did not think of it yet.

*“We have not tried to earn the certification yet because we were always busy and did not invest time in it and we do not know how we can earn this certification” (Interviewee 10).*

Other interviewees said they did not earn a certification yet because they did not have the time yet, are only one year open or are a small organization. Interviewees also mentioned they need to improve the organization for a certification, want to know first the costs and if a certification is worthwhile or do not know how to earn a certification. Others are in the process of earning a certification, believe they deserve a certification, already collaborates with only CSR organizations or tried to earn a certification in the past. Just a small part does not try to be CSR, does not want to waste time on the process or finds it more important to be CSR instead of earning a certification. A small part of the interviewees finds the Certification of Sustainable Tourism the most popular certification in Costa Rica and misses a more global certification.

*“I miss a certificate which is global and worldwide to have one same standard for all the different countries in de world” (Interviewee 1).*

Some interviewees find the CST has a disappointing rating, rather practice CSR instead of investing personnel to earn certification or beliefs organizations are more interested in CST because of earning money. A small part of the interviewees is not sure if they want a certification because they need more information, finds CSR important, not sure if tourists find CSR or CST important, wants to practice CSR instead of earning a certification or believes the customers find a lower price more important. Another small part of the interviewees is not interested in earning a certification because they believe not many tourists care, it does not matter if you have a certification, does not want to use it as a marketing tool

or wants to perform CSR instead of earning a certification. Some interviewees which are in the process of earning a certification might stop the process because they do not receive help or they believe the CST certification is just an image you receive for your organization.

*“However, we might stop with the process of the CST certification. We work a lot to earn the certification and they do not help us at all with the process” (Interviewee 9).*

Most of the interviewees wants to earn a corporate social responsibility certifications. Most interviewees want a certification because the tourists can see you care, tourists in Costa Rica find CSR important, to receive appreciation for CSR activities and to distinguish itself from the competitors.

*“If they see we got the CST, they will come to us instead of a competitor” (Interviewee 5).*

*“Nowadays, everybody claims they have a corporate social responsible, sustainable and green organization. So with the Certification for Sustainable Tourism we can prove that we are truly sustainable and corporate social responsible” (Interviewee 8).*

Other divided answers were to improve organizations’ image and reputation, to increase sales, receive more benefits, receive more customers and to promote the certification. Others mentioned they want a certification because Costa Rica is known for environment and nature, represent the organization, customers can find them more easily, can only be earned if an organization has good deeds, tourists will believe more in the organization and will have a bigger impact on customers and tourists. Other interviewees want a certification to help environment and local community, to receive more collaborations, to teach customers and employees and to prove CSR practices.

## 4.2 Beliefs

The beliefs and opinions of the interviewees on the subject corporate social responsibility were very divided. Most of the interviewees find corporate social responsibility important to educate the local community, believe everybody should be aware of their CSR practices in life and want more awareness for CSR.

*“Hotel Magic Mountain finds it very important to help and protect the nature, environment, animals and community. Our next generations should see nature of Costa Rica how it is today” (Interviewee 12).*

A smaller part of the interviewees believes they have to aware and educate their customers about CSR, needs more collaborations for CSR and believe being CSR is the correct and only way. Only some interviewees acknowledged they did not think of CSR yet, need to invest more time in CSR, do not have enough knowledge on CSR, CST and CSR can help their organization to receive more customers and to improve its image, and will make more profit if they have CSR activities.

*“I believe Osa Green Travel wants to be corporate social responsible but not really think about it enough and they do not fully understand what it means” (Interviewee 5).*

Some other interviewees believe CSR of tourism and problems of local community can be improved, they feel obligated to help nature and environment, you need a sustainable community for a sustainable organization, and community, hotels and other enterprises have to be co-responsible. Also,

some interviewees believe you need to improve the relationship between tourists and resources in order to give something back, the nature is important for local community and organizations and it is important for economic progress. Other interviewees mentioned they try to help as much as they can, believe CSR is something you feel in your heart, they are more aware of CSR in Costa Rica and believe next generations are more aware of CSR. Almost all interviewees find CSR important. Most interviewees stated CSR is important because they need to help because they benefit from it and they find it important to help and protect nature, animals, children, environment and community.

*“I believe that you have to give something back to the community and environment where you work and live in because you profit from them” (Interviewee 8).*

Also a part of the interviewees finds it important to protect it for next generations, to take care of our community, environment, nature and animals, to give something back, and because the tourism industry needs the nature, environment, animals and local community. Some other interviewees find CSR important for organizations and individuals, it is part of their business, it is important for their selves, necessary to continue in this beautiful world, a honest and fair way of doing business, believe everybody deserves to grow and develop and believe everybody should be involved and reduce their impact.

*“I believe Osa Green Travel wants to be corporate social responsible but not really think about it enough and they do not fully understand what it means” (Interviewee 6).*

Some interviewees believe it is essential to be CSR, you need to adapt to the CSR principals, tourists who visit Costa Rica are aware of CSR and they have to inform the importance towards their customers. Also, some interviewees stated CSR will increase the number of customers, is desired by the customers and you need to adapt to their desire, and is associated with better quality of the organization. Some interviewees believe tourists are not the major problem for the environment, nature and local community, and believe there is too much corruption in Costa Rica. Furthermore, the believes of the interviewees on the subject if their target group finds CSR important is very divided. A small majority of the interviewees believe not all their customers are aware of CSR, their customers come mainly for their vacation and appreciate their CSR activities.

*“Most of our clients just want to do a tour and do not think about corporate social responsibility or sustainability” (Interviewee 7).*

Some interviewees stated most of their customers are short term customers, do not find CSR important, find costs and/or quality more important, they do not know if their target group cares and believe their customers do not have the knowledge about CSR. Also, some interviewees mentioned their customers who do not care may leave a donation, do not know if their customers desire more CSR practices and do not know if their customers visit them of their CSR practices. Some of the interviewees stated they have real conversations with their customers and have to listen to the wishes of the customers. Some other interviewees stated CSR is a vision, tourist who visit Costa Rica are aware of CSR and visit it for the environment, nature and animals.

*“I believe a lot the tourists who visit Costa Rica are very aware of corporate social responsibility and sustainability, and find it very important. They appreciate our corporate social responsibility and sustainability activities, such as the recycling bins. The guest of Hotel Magic Mountain find helping the community also very important” (Interviewee 12).*

Also, some interviewees believe CSR tourists will visit CSR organizations directly, tourists compare different organizations before and believe tourists need to care more about CSR. Other interviewees stated their customers find helping the community important, a small part wants to help via programs, are aware of CSR, have knowledge about CSR and care about environment, nature and recycling.

### 4.3 Motivations and arguments

Almost all interviewees have CSR practices in their organization, however the motivations are very divided. Most of the interviewees practice recycling and educate, support and increase awareness in local community. A smaller part of the interviewees cleans beaches, parks or lakes, hires local people, reduces resources, motivates and educates customers to be CSR, and donates.

*“Not everyone in the local community is aware of the importance of recycling or is able to do it” (Interviewee 16).*

Some of the interviewees have courses and trainings for their staff, is a responsible employer, encourage customers, tours and/or suppliers to reduce footprint, always try to improve organization in sustainable way and support non-profit organizations.

*“We want to motivate our guests to be corporate social responsible by collecting trash from the beach and in return they get a free drink from the hotel” (Interviewee 14).*

Also, some interviewees have a low growth policy, sell tours in local rural community, offer only sustainable and CSR tours, and provide only Costa Rican services and products. Some interviewees support local artists and products, collaborates with local newspaper, support local library, participated in auction for charity and support local orphan centre. Also, some interviewees provides recycling program with a high school, collect trash during a lake competition, support local recycle centre / trash pick-ups, let volunteers accommodation in their organization for work and help wildlife animals. Some interviewees mentioned they have proper waste management, use biodegradable products, have environmental creed in rooms and have their own conservation. Other interviewees plant trees, fruit and/or herbs, replant the garden and use natural elements instead of methane and carbon. Some interviewees mentioned they practice CSR because they want to help nature, animals, environment and/or local community, we benefit from nature and we need to do something back, it is a trend, need to decrease the impact and reduce footprint and not for the certification but for themselves.

*“However, I think they want to be this way because it is a trend and a lot of tourist search for organizations which are sustainable and corporate social responsible. My boss want to make profit out of it, but he does not know what it really means and how to do it” (Interviewee 5).*

Furthermore, interviewees mentioned they try to improve them self by participating local CSR training, want to help community, environment, animals and nature more, practice CSR mostly in low season, does not have other activities because did not think about other yet, time and/or financial factor. Some other interviewees do not know how to be CSR in other ways, do not know how to help animals, nature and community, want more CSR practices with a collaboration with tourists and want to build a butterfly garden for the community.

*“We do not have other activities concerning animals, nature or the local community yet. We find it important, however we do not know how to do it and when” (Interviewee 16).*

Also, some interviewees mentioned they always try to improve them self to get more CSR practices and CST, want the CST, need collaborations for CSR practices and find the most important factor for the organizations to make money. Only some interviewees mentioned they do not have CSR practices because they do not have the contacts, organization recently opened, do not have the money and time at the moment, do not know what they can do and have a second hotel with more CSR practices.

*“The owners do not have enough money at the moment to invest in this kind of activities, however they do think it is important to be good” (Interviewee 3).*

A small part of the interviewees does not have CSR practices but wants the practices. Those interviewees claim all organizations need CSR practices, could help the community, it is important for nature, environment and animals, education for children is important so the next generations will be better, and citizens of Puerto Jimenez need education and do not help the environment yet. Some of the interviewees mentioned it is more important to do nothing wrong as an organization.

#### 4.4 Benefits

The majority of the interviewees notices benefits of having CSR practices. The major part of the interviewees feels better about themselves, receives positive reactions and appreciation from the customers, local community and organizations.

*“The guest leaves comments, reviews and surveys where the guests let us know they find it important. We also receive positive reactions on our corporate social responsibility activities such as our program to protect the environment” (Interviewee 12).*

*“Also we receive positive reviews of our corporate social responsibility activities from our guests and they appreciate we are concerned about the environment and take actions. Also, most people in our community appreciate we pick up their garbage and bring it to the recycling centre because not everybody is able to do it or they are annoyed about the trash of others” (Interviewee 16).*

Some interviewees notice customers feel good about themselves, customers desire to be CSR, their customers want to help with CSR practices and more tourists are aware of CSR. Also, interviewees notice the beach is clean, they still have electricity and notice the impact on environment, conservation and community is reducing. Other interviewees mentioned they notice they still have their job, have good relations with adjacent organizations, and receive more tourists. Interviewees also said they notice they have happy, stable and proud staff, people want to work for their organizations, are well positioned in the community and feel supported by the community.

*“The main benefit we notice is our very happy stable staff and they are proud to be a part of Costa Rica Expedition” (Interviewee 17).*

Also, some interviewees find it also a benefit to continue living in Costa, want to help the environment, local community, animals and/or nature, and do this for the future tourists of this area. Some

interviewees mentioned the Osa Peninsula is aware of protection their environment, however some interviewees said organizations in Puerto Jimenez are not CSR and organizations outside of Puerto Jimenez are very CSR.

*“The Osa Peninsula is a region which is very aware about the protection of our environment” (Interviewee 1).*

Other interviewees mentioned they do not promote their CSR practices, instead they want to invest in CSR practices. Also, other interviewees mentioned they do research about possible implementations of CSR developments and activities of other global organizations. A small part of the interviewees mentioned they do not receive benefits of their CSR practices. Some interviewees said they noticed organizations appreciate their help for nature, it is more important to feel good about itself and it is necessary to help the community, environment, animals and/or nature.

*“For us it is most important we feel good about our behaviour and activities” (Interviewee 7).*

Also, some interviewees mentioned they do not promote and talk their CSR activities, do not receive positive reactions of their customers and believe tourists find recycling normal. The majority of the interviewees would like to receive (more) benefits of CSR activities. Most of these interviewees would like to receive more regular and CSR customers, and help the environment, animals, nature and/or local community.

*“So when we will be more corporate social responsible, I believe we will also receive more guests. Corporate Social Responsibility could be a part of this and increase it all” (Interviewee 3).*

Also, they want to improve the image of the organization, improve the whole town to receive more benefits for the organization, receive more fame and respect. Some of these interviewees also believe the customers can see the CSR activities, they will grow as an organization, will receive donations and will have stronger and better relations.

*“I think my organization can grow if I have more corporate social responsibility activities” (Interviewee 4).*

Also, some interviewees want to feel good about themselves, do something good, want to be a part of the community and increase their knowledge and experience in CSR and sustainability. Some interviewees mentioned they will be able to promote their CSR practices, can adapt to the CSR tourists in Costa Rica and can prove there are CSR with certifications. A majority of the interviewees do not know the CSR practices or benefits of their practices of other organizations. A small part of the interviewees does not believe other organizations receive more customers, money or other benefits of their CSR practices. Some interviewees also believe other organizations have CSR practices for money instead for helping, do not believe all promoted CSR practices of other organizations are true and mentioned they want to sell their services and help the community instead of spending time on their competitors.

*“To be honest, I do not research how my competitors work or waste my time on their corporate social responsibility activities. I would not know what kind of activities they would have and if they are successful or not” (Interviewee 15).*

Some other interviewees mentioned they have to invest more time in their marketing to receive benefits, they need to have more budget, it is harder for smaller organizations to be CSR and they have to combine their forces by collaborating with each other to achieve more.

*“I do believe that if all tour operators or other organizations in the tourism industry work together, we will accomplish more. If we work together, the impact to help the community will be bigger. We could work together with more or bigger programs and we can combine our forces” (Interviewee 6).*

Another small part of the interviewees said they would be CSR even if there was no CST, tries to improve their CSR practices and they want to be kind to the community and environment.

#### 4.5 Perception

Almost all interviewees already collaborates with other organizations and most of the interviewees collaborates with them to provide tours, transport or other facilities to their customers. Some interviewees collaborate with travel agencies and/or booking sites to sell and promote their organizations, national parks and/or local community to offer tours and with other tour operators to provide a lower price.

*“We collaborate with other tour operators to offer a tour for a lower price. Tour operators do not have enough clients to provide a tour for a small amount of clients and for a low price” (Interviewee 5).*

Other interviewees collaborate with non-profit organizations Osa Conservation, RBA, Caminos de Osa, Secena, TITU Conservation Alliance, COPAZA, ASCONA, Foundation Proparques, Foundation Tortuguero and/or Equilibrium, which help nature, animals, environment and/or community. Also, some other interviewees collaborate with a local dog and cat rescue project, Corcovado School, swim contest to help local community, the organization which help the community and high school. Some interviewees collaborate with other hotels and Eco lodges to combine their forces and with local universities to help with a research of special trees.

*“We collaborate with other hotels and eco lodges. We have meetings with the other lodges and try to combine our forces together. We do not see each other a competition but as co-workers, so we can help each other and have a bigger impact. I believe if all organizations unite their forces, we can create a bigger impact because we can only do as much as one organization” (Interviewee 1).*

Some interviewees mentioned they need to collaborate with other organizations to help the local community and are always searching for new local nongovernmental organizations with the same goals. The interviewees who already collaborates with other organizations declared divided benefits they receive of the collaboration with the organizations. Some of the interviewees mentioned they do not expect benefits of collaborating with a non-profit organization, find it important to help animals and collaborates to be nice and do well. Some other interviewees said they do not receive benefits because they do not promote their collaboration, volunteer work and/or CSR practices, they receive their own volunteers for projects in rural community, give volunteers discount at their organization,

want to collaborate with local nongovernmental organizations which can structure volunteer activities and their customers of the organization can volunteer if there is an opportunity.

*“We do not really promote the volunteer work, but this is something where Lapa Rios can improve itself. We can improve it to organize it together with local nongovernmental organizations, so someone can structure the volunteer activities” (Interviewee 1).*

A small part of the interviewees collaborates already with a non-profit organization by helping the community with collaborating with the local newspaper, donating to non-profit organizations, and donating to help children, local community, and environment and/or protect wildlife. A smaller part of the interviewees already collaborates with a volunteer organization. Some of the interviewees collaborates with Remanso de Paz to help poor children and communities, receives European volunteers who help with local community work and collaborates with ISL and Vida Volunteers which both help poor communities. A majority of the interviewees do not collaborate with a volunteer and/or non-profit organization yet. Most interviewees have never thought about a collaboration with a volunteer and/or non-profit organization yet.

*“We do not have a collaboration with a volunteer organization yet. We have never thought about collaborating with a volunteer organization before” (Interviewee 12).*

Some other interviewees said they do not have enough money at the moment for such collaborations, do not know how to collaborate with them, associate such collaborations with less profit and is just one year open yet. Some other interviewees mentioned their organization is small and do not have much to offer for such collaborations and some other interviewees said they already receive volunteers who help their organization at the office. Almost all interviewees wants to collaborate with a volunteer and/or non-profit organization and most interviewees want to collaborate with such organizations to help community, environment and/or nature. Some other interviewees stated they want to collaborate with such organizations to earn the CST, to receive more, customers, publicity and positive image.

*“Also, I believe that if we collaborate with a volunteer or non-profit organization, we will receive more clients. This is also a benefit for Corcovado Experience I am interested in” (Interviewee 6).*

Other interviewees mentioned such collaboration would be an opportunity for their organization, they need benefits for their own organization, they could offer new tours with one day of volunteering due to a collaboration, helping the community will have benefits for its own organization and they need to make profit of the collaboration. Some other interviewees mentioned they would want to collaborate with such organizations in the future, want a new and different collaboration and need a good plan or more information from the volunteer or non-profit organization.

*“We have never collaborated with such organizations, so I do not know if it is possible. I do not know how we could work together with a volunteer organization. It would be interesting to hear more information about this possibility” (Interviewee 10).*

Also, some interviewees mentioned they want a collaboration with a volunteer or non-profit organization because sustainability and corporate social responsibility are very important, to feel better about themselves, to help their projects in local rural communities and to help their vision to continue the circle in the community. Some interviewees want to collaborate with a volunteer or non-profit organization to give children a chance for a better future, to meet different nationalities, to do

more auctions and to accommodate volunteers at their organizations. Some organizations believe non-profit and volunteer organizations need to collaborate with other organizations to accomplish more.

*“When the non-profit organizations or volunteer organizations collaborate with the other organizations, they can improve a lot of things for the community together” (Interviewee 2).*

Only some interviewees do not want to collaborate with a volunteer and/or non-profit organization because former volunteers worked for the accommodations if they did not have customers, if the accommodation of the organization would be different is was possible, they believe volunteer organization earn a lot of money and only want to accommodate volunteers in their organization if there are no customers and if there is work the volunteers can do.

#### 4.6 Non-profit or volunteer organization

The majority of the interviewees find it important that a non-profit or non-profit organization helps the community.

*“The most important thing is that the organization does good things and is good for the community. It actually needs to help the community, for example help the street dogs or education for children and adults” (Interviewee 3).*

Some other interviewees find it important the non-profit or volunteer organization helps nature, animals, environment, education, the same goals, children and/or conservations.

*“The most important thing would be having the same goals as us. So part of their goal has to consist helping the community, something with education or something with conservation” (Interviewee 1).*

Some interviewees find it important both parties will be satisfied of the collaboration, need to have a positive effect for own organization, and it has to be a small, non-governmental organization with innovative ideas. Also, some interviewees find it important a non-profit or volunteer organization is eager to help and change, loves nature and needs to care. Some interviewees also find it important that such organizations help with cause and are kind towards community, environment, nature and animals. Furthermore the majority of the interviewees find it important if a non-profit or volunteer organization is associated as transparent, honest and organized.

*“I would definitely stay with honesty, but also transparent. We need to see and know if the organization is honest about their business and towards the outside world. We need to know how it is organized and if we support such business”. Interviewee 16 stated: “I will stay with good organized. I have seen enough organizations which are not good organized and it is really annoying. They do not know how to run a business, and if we collaborate, it will affect our organization” (Interviewee 9).*

Some interviewees find it important such organizations are associated with doing right / good thing, respectful, seriousness, trustful, focused, work hard and have knowledge. Some other interviewees find it important a non-profit or volunteer organization is consequent, responsible, committed, positive, engaged to their objective and do not exploit volunteers or non-profit status.



## 5 Discussion

The literature of the theoretical framework has been compared with the results of the research. The interviews have been analysed by open, axial and open coding. Open coding can be found in [appendix 2](#), axial coding can be found in [appendix 3](#) and selective coding can be found in [appendix 4](#). The discussion is divided in the subjects: certification, beliefs, motivations and arguments, benefits, perception and non-profit or volunteer organization.

### 5.1 Certification

The certifications for sustainability and corporate social responsibility in the tourism industry started in the early 1990's according to Dodds & Joppe (2005). This in line with the results of the interviews because most interviewees are familiar with the Certification for Sustainable Tourism. Only a small part of the interviewees knew other certifications, have the Certification for Sustainable Tourism or have other certifications. Interviewees which have the Certification for Sustainable Tourism have earned the certification by helping the community and following the CST guidelines. Some interviewees mentioned they earned the certification because of helping conservation, education, and environment, are aware of CSR or because they are a CSR orientated organization. This is in agreement with (LaPree, 2008-2009) and (Sostenible, 2014) which stated the tourism organization will be evaluated on their sustainability and corporate social responsibility activities, will be evaluated on their sustainability activities and on their corporate social responsibility activities. The score of the evaluation will determine the level of sustainability and corporate social responsibility. Tourism organizations in Costa Rica can earn the Certification for Sustainable Tourism and is designed to differentiate organizations based on their sustainability, nature, culture and social activities according (Sostenible, 2014).

However, most interviewees do not have a corporate social responsibility or sustainability certification yet. Most of the interviewees stated they do not have a certification because it is hard to earn, costs a lot of money and they did not think of it yet. Moreover, not all interviewees are positive or are critical about earning a certification. Some of the interviewees want to know if the certification is worthwhile, want to know the costs, do not want to waste time on the process or want a certification which is more global and worldwide. Other interviewees rather practice CSR instead of investing personnel to earn certifications or believe the CST has a disappointing rating. Also, a small part of the interviewees is not sure if tourists find corporate social responsibility or the CST important and other believe their customers find a lower price more important. This is not in line with Devonne (2011), Dodds and Joppe (2005), who stated organizations can receive benefits with a certification. They stated organizations can distinguish themselves from competitors, increase their relation into distribution chain, increase the relation with customers through marketing, increase the business competitiveness, will have lower operating costs, higher property value, safer and healthier environments and can be recognized of their sustainability and corporate social responsibility practices. This may lead to positive publicity and a new and eco-conscious customer base (Devonne, 2011) (Dodds & Joppe, 2005).

However, this is in agreement with the interviewees' motives of earning a certification. Most interviewees want to earn a corporate social responsibility certification because the tourists can see you care, tourists in Costa Rica find CSR important, to receive appreciation for CSR activities and to

distinguish them self from the competitors. Other divided answers were to improve organizations' image and reputation, to increase sales, receive more benefits, receive more customers and to promote the certification. This is also stated by (Visit Costa Rica, n.d.), which stated tourism organizations can benefit of the Certification for Sustainable Tourism through Costa Rica Tourism Institute marketing campaign, being listed on the website of the certification, can use the certification for marketing promotions and can use complete or partial exemption from registration fees to international fairs. This is in contrast with some interviewees who are not interested in earning a certification because they believe it does not matter if you have a certification, not many tourists care about it or rather want to perform corporate social responsibility instead of earning a certification.

## 5.2 Beliefs

Most interviewees find corporate social responsibility important to educate the local community, believe everybody should be aware of their CSR practices in life and want more awareness for CSR. Also, some interviewees believe they are obligated to help the environment, nature, need to improve problems of local community, they need a sustainable community for a sustainable organization and community, hotels and other enterprises have to be co-responsible. Almost all interviewees find it important to protect resources for next generations, to take care of our community, environment, nature and animals and to give something back because they profit from it. This is in line with Grovers (2014), which state it is necessary corporates understand the importance of helping community because the governments need help of the private sector to help a society grow (Grover, 2014).

Kumar and Christodouloupoulou (2013) stated in their article the number of consumers who prefer to purchase from organizations that care about sustainability is growing. They expect that the business to business organizations will also notice the trend of consumers' preferences by the pressure from their customers and distributors (Kumar & Christodouloupoulou, 2013). This is in agreement with the interviewees of this research. Some interviewees believe corporate social responsibility is essential, will increase the number of customers, it is important you adapt to the corporate social responsible principals and desires of the customers, and tourists who visit Costa Rica are aware of corporate social responsibility. On the other hand, a small majority of the interviewees believe not all their customers are aware of corporate social responsibility, come mainly to their organization for pleasure and tourists are not the major problem for the environment, nature and local community. Moreover, some interviewees believe their customers find corporate social responsibility not important, find other factors such as costs or quality more important or their customers do not have the knowledge about corporate social responsibility. Also, other interviewees acknowledge they did not think of corporate social responsibility yet, do not have enough knowledge on it, do not know if their customers desire more corporate social responsibility or do not know if their customers visit them for their corporate social responsibility activities.

## 5.3 Motivations and Arguments

According to Kumar and Christodouloupoulou (2013), the number of consumers whose preferences to purchase from organizations which care about sustainability is increasing. They expect that the business to business organizations will also notice the trend of consumers' preferences by the pressure

from their customers and distributors (Kumar & Christodouloupoulou, 2013). Some interviewees confirmed they have corporate social responsibility practices because it is a current trend. However some other interviewees mentioned they want to practice corporate social responsibility to help resources, give something back, to reduce ecological footprint, decrease impact because they benefit from the resources such as environment, nature, animals and local community.

Kumar and Christodouloupoulou (2013) stated corporate social responsibility practices are becoming customary, also for small and medium firms, because these practices are associated with positive results. (Kumar & Christodouloupoulou, 2013). This is in line with the results of this research because almost all interviewees have corporate social responsibility practices, however the activities are very divided. Most interviewees educate, support and increase awareness in local community and/or recycle. A smaller part of the interviewees hires local people, reduces resources, motivates and educates customers to be corporate social responsible, donates and/or cleans beaches, parks or lakes. Only some other interviewees have other corporate social responsibility activities which help community, nature, environment and/or animals. Some interviewees want to help the resources more, practice corporate social responsibility in the low season, did not think about other practices yet or do not have the time and/or financials at the moment. Other interviewees want corporate social responsibility practices with a collaboration of the tourists and do not know how to be corporate social responsible or help resources in another way.

According to Li, Fu and Huang (2015), an organization can create the positive image of being corporate social responsible by introducing corporate social responsibility practices (Li, Fu, & Huang, 2015). However the findings of this research show not all interviewees have corporate social responsibility practices. Some organizations do not have corporate social responsibility practices because they do not have the contacts, money, and time or do not know how to have CSR practices. Other interviewees who do not have practices, would like to have corporate social responsibility practices because they want to help the community, find it important for the resources, want to improve education for the children, find it important for next generations and believe all organizations need corporate social responsibility practices.

#### 5.4 Benefits

A majority of the interviewees do not know the corporate social responsibility practices or benefits of their practices of other organizations. A small part of the interviewees do not believe other organizations receive more customers, money or other benefits of their CSR practices. Some interviewees also believe other organizations have CSR practices for money instead for helping. A small part of the interviewees who practices corporate social responsibility mentioned they do not receive benefits, positive reactions of their customers or believe tourists find some corporate social responsibility practices normal, such as recycling. This differs with the article of Epstein-Reeves (2012). According to Epstein-Reeves (2012), companies can benefit themselves by practicing corporate social responsibility and also benefiting the society. There are six reasons to embrace corporate social responsibility: innovation, cost savings, brand differentiation, long-term thinking, customer engagement and employee engagement (Epstein-Reeves, 2012). However, some interviewees mentioned they do not promote their corporate social responsibility practices, because some of them want to invest in their practices instead of the promotion.

Yet, the majority of the interviewees is in line with Epstein-Reeves (2012) because they do notice benefits of having CSR practices. The major part of the interviewees feel better about themselves, receives positive reaction, notices the impact on the resources reducing, they still have their job and receive more tourists. Interviewees also said they notice they have happy, stable and proud staff, people want to work for their organizations, are well positioned in the community, have good relations with adjacent organizations and feel supported by the community. This is in agreement with Rahman and Norman (2015), who state corporate social responsibility can improve the attitude of employees which may result in better employee engagement.

Furthermore, some other interviewees mentioned they have to invest more time in their marketing to receive benefits, they need to have more budget, it is harder for smaller organizations to be CSR and they have to combine forces by collaborating with each other to achieve more. However, some interviewees mentioned motives to implement corporate social responsibility in their organization. Some interviewees want to feel good about themselves, do something good, want to be a part of the community, increase their knowledge and experience in CSR and sustainability, can adapt to the CSR tourists in Costa Rica and can prove there are CSR with certifications. Kumar and Christodouloupoulou (2013) also founded the benefits of having corporate social responsibility marketing. They stated corporate social responsibility and the branding of corporate social responsibility could lead to support of customers and other stakeholders (Kumar & Christodouloupoulou, 2013).

The majority of the interviewees would like to receive (more) benefits of CSR activities. Most of these interviewees would like to help the resources and to receive more regular and CSR customers. This is in line with Grover (2014) which stated other benefits of corporate social responsibility. It will lead to a higher brand equity, value-creating and to more positive recommendations. According to Grover (2014), corporate social responsibility has also a positive effect on the attitudes and decisions of customers because certain advertisement can trigger the feeling of hope and can create a specific goal. Also, it has an effect on the customers' loyalty, behaviour and valuation of the business services (Grover, 2014). This is also in line with Kumar and Christodouloupoulou (2013) who mentioned corporate social responsibility initiatives are linked with positive company associations and boosting the willingness to purchase from, work for and invest in this firm. Furthermore, firms which add corporate social responsibility are related to better financial results (Kumar & Christodouloupoulou, 2013).

According to Li, Fu and Huang (2015), corporate social responsibility can avoid a negative image of an organization and can establish a strong and meaningful connection between the brand image and customers' image. When the brand satisfies an identified psychological need to be a responsible citizen, the consumer will have stronger interpretation of the organization if it introduces corporate social responsibility practices to create the positive image of being socially responsible (Li, Fu, & Huang, 2015). This is in line with the results of the interviews. Interviewees also want to practice corporate social responsibility because they want to improve the image of the organization, improve the whole town to receive more benefits for the organization, receive more fame and respect. Some of these interviewees also believe the customers can see the CSR activities of their organization, they will grow as an organization and will have stronger and better relations.

## 5.5 Perception

Almost all interviewees already collaborate with organizations and most of the interviewees collaborate with them to provide tours, transport or other facilities to their customers, to promote and sell their services or with other tourism organization to provide the lowest price. However, the majority of the interviewees do not collaborate with local non-profit or volunteer organizations yet. If they do collaborate, they collaborate with other tourism organizations to combine their forces or with organizations which help the local community, local non-profit organizations, environment, animals and/or nature. This differs from Ehio (2013) who stated more organizations have discovered the possibility to collaborate with volunteer organization for positive effects on their marketing, brand, product or service. A collaboration between a volunteer organization and another organization can have a positive effect for both parties. It can result in more sales, better price, customer loyalty, strengthen or maintain the relationship, strengthen the brand or improving the brand or position (Ehio Media BV, 2013).

This is in differ with the results of this research. Some interviewees want a collaboration with a volunteer and/or non-profit organization, however for other reasons. They want to collaborate to feel better about their selves, so that organizations can structure the volunteer activities, receive help for their community based projects, help community or because they find CSR and sustainability very important. Some organizations believe non-profit and volunteer organizations need to collaborate with other organizations to accomplish more. Furthermore, some interviewees which already have collaborations with a volunteer and/or non-profit organization do not expect benefits of the collaboration, find it important to help resources and has the collaborations to do well and be nice.

An organization can collaborate with volunteer organizations with corporate social responsibility or via marketing for a more positive image. Also the association with a volunteer organization can increase the price when there is a lot of competition in the market (Ehio Media BV, 2013). Also Li, Fu and Huang (2015) stated corporate social responsibility can improve the customer's positive emotions and reduces the negative interpretations of the organization (Li, Fu, & Huang, 2015). However the findings of this research shows that a majority of the interviewees do not collaborate with a volunteer and/or non-profit organization yet. Most interviewees have never thought about a collaboration with a volunteer and/or non-profit organization yet, do not have the time, service/product and money, and do not know how to collaborate or associate it with less profit. Furthermore, some other interviewees do not want to collaborate with a volunteer and/or non-profit organization because they do not have the facilities, believe volunteer organizations make too much profit or want to accommodate volunteers for work if there are no customers.

These results differ from Li, Fu and Huang (2015), who also stated an engaging with a corporate charity can maximize the benefits of an organization, however it cannot benefit any economic returns. Moreover, green initiatives may lead to higher return intentions and customer satisfaction. Practices focused on environmental protection can give the public an image of a firm and its customers about their voluntarily willingness and are able to carry the cost of a product that have benefits of the environment but not favour itself. These practices will lead to a positive and social image of the firm (Li, Fu, & Huang, 2015). This is in line with the results of this research because almost all interviewees want to collaborate with a volunteer and/or non-profit organization. Most interviewees want a collaboration to help the resources, to earn the Certification for Sustainable Tourism, or to receive

more customers, publicity and a more positive image. This is also in agreement with Ehio (2013), who confirms customers appreciate an organization which collaborates with volunteer organizations. Those organizations are more likely to be chosen than organization that do not, and are associated to be trusted (Ehio Media BV, 2013). However, this differs with the results of this research because some interviewees mentioned they do not receive benefits, however they do not promote their collaborations, volunteer work or practices.

Other interviewees believe they need to collaborate with a volunteer and/or non-profit organization to help the community. Also, they are continues searching for new local nongovernmental organization with the same goals. Other interviewees mentioned a collaboration with a volunteer and/or non-profit organization would be an opportunity for their organization. This is in line with a new development stated by Gatignon-Turnau and Mignonac (2013). The development is the increasing support of accommodation form organizations towards employees to perform volunteering activities during work hours and/or own time. Benefits from this development is improving the employees commitment and motivation, professional development, teamwork, cohesion, and at last gaining reputation concerning to customers, investors customers and future employees. Also, it can give the employees the feeling that the company cares about their well-being and values them. The employees perceive their company as more pro-social, more respected by external stakeholders, and hereby deserving of their emotional attachment (Gatignon-Turnau & Mignonac, 2013). This is in lines with the results of this research because some interviewees want to collaborate with a volunteer and/or non-profit organization in a new and different way. However, the interviewees also said they need benefits for their own organization, can help the community which will also benefit their own organization, want to offer a new product or service with the collaboration and need to make a profit of the collaboration. Some other interviewees mentioned they want to collaborate with volunteer and/or non-profit organization in the future, however some need a good plan or more information about the new collaboration.

## 5.6 Non-profit or Volunteer Organization

According to Grovers (2014), corporate social responsibility activities lead to a higher brand equity, value-creating, more positive recommendations and has also a positive influence on the attitudes and decisions of consumers because certain products and services advertisement can trigger the feeling of hope and can create a specific goal. Hereby, corporate social responsibility can contribute to the sustainable development and the marketing strategies needs to adapt on a wider CSR strategy. Grovers (2014) also mentioned that corporate social responsibility has an effect on the customers' loyalty, behaviour and valuation of the business services (Grover, 2014).

Another positive effect of corporate social responsibility activities according to Kumar and Christodoulopoulou (2013), is to secure the support of customers and other stakeholders by integrating sustainability in the marketing of the firm. Also, the branding is important for purchases of high importance and risk, by buyers who are large and complex. Moreover, branding can also be used by business to business firms to take advantage of it. The brand is relative important for a firm, but the delivery, price and technology is more important than a brand. A strong brand can have a positive effect on new product introductions, boost the willingness of business to business customers to recommend others and realize a price premium. However, businesses cope to understand clearly the

ways to techniques can be used to operationalize the integration of marketing and operations for becoming sustainable. Branding can be the solution for such integration. Marketing can promote and support sustainability-oriented operations by adding the associating sustainability to the brand (Kumar & Christodouloupoulou, 2013).

Just as Kumar and Christodouloupoulou (2013), Li, Fu and Huang (2015) claims CSR activities can avoid a negative image of a firm. Also, customers communicate or form themselves to others by the identification with favourable brand images. In all probability, a firm can establish a strong and meaningful connection between the corporate brand image and customer's image when the brand satisfies an identified psychological need to be a responsible citizen. Hereby, the consumers will have stronger interpretation of the firm if it introduces CSR practices to create the positive image of being socially responsible (Li, Fu, & Huang, 2015).

Due to the fact branding is important according to previous resources, the interviewees were asked what they perceive important in a volunteer and/or non-profit organization and which association they find important in such organizations. The majority of the interviewees find it important that a non-profit or non-profit organization helps the community. Some other interviewees find it important the non-profit or volunteer organization helps the resources and have the same goals. Other interviewees find it important both parties will be satisfied of the collaboration, need to have a positive effect for own organization, and it has to be a small, non-governmental organization with innovative ideas. Also, some interviewees find it important a non-profit or volunteer organization is eager to help and change, loves nature and needs to care. Some interviewees also find it important that such organizations help with cause and are kind towards the resources.

Furthermore, the majority of the interviewees find it important if a non-profit or volunteer organization is associated as transparent, honest and organized. Some interviewees find it important such organizations are associated with doing a good thing, respectful, seriousness, trustful, focused, work hard and have knowledge. Some other interviewees find it important a non-profit or volunteer organization is consequent, responsible, committed, positive, engaged to their objective and do not exploit volunteers or non-profit status.

## 5.7 Remarks

There were several limitation during this research. Puerto Jimenez is a rural small town in Costa Rica. The number of participants was a limiting condition because Puerto Jimenez is a small town with not a lot of organizations. Interviewing tourism organizations from other cities was more difficult because of the long transportation time to those destinations. Tourism organizations in other countries have been approached also. However because of the lack of response and time only Costa Rican tourism organization have been interviewed for this research. It is recommended to approach tourism organizations from other countries to receive a more international view on their beliefs and motivations of corporate social responsibility and collaborations with volunteer and/or non-profit organizations. Furthermore, most of the tourism organizations in Costa Rica have a different culture from European organization. Therefore it has happened that several contact persons of tourism organizations were late or did not show up. Also, most of the interviewees did not, or not very good, speak English, wherefore it took more time conducting the transcripts.



## 6 Conclusion and Recommendations

In this chapter we will answer the main question *“How can Green Life Volunteers react to the corporate social responsibility trends and developments from tourism organizations to grow as an organization?”* by answering the sub questions first. This chapter will also consist the recommendations for the organization.

### 6.1 Conclusion

The answers on the sub questions will be presented in this chapter. Firstly, the answer of the first sub question will be presented: *“How do tourism organizations perceive the importance of corporate social responsibly?”*. Secondly, the answer of the second sub question: *“How do tourism organizations perform corporate social responsibility practices?”*. Thirdly, the answer of the third sub question: *“How do tourism organizations perceive a collaboration with a volunteer or non-profit organization?”*. And finally, the answer of the fourth sub question will be presented: *“Which associations does Green Life Volunteers need for a collaboration with tourism organizations?”*.

#### 6.1.1 Importance of corporate social responsibility

Tourism organizations perceive corporate social responsibility important for several different reasons. The organizations believe and feel obligated to help and protect the community, nature, environment and animals. They find it important to give something back because they profit from the resources. The organizations find it important to educate and increase awareness of corporate social responsibility towards the local community and their customers. Also, they believe everybody should be aware of their corporate social responsibility activities, and the community, hotels and other enterprises need to be co-responsible. Tourism organizations want to improve the relation between the tourists and the resources. Some tourism organizations have not thought of corporate social responsibility yet or do not have the knowledge about it, and need to invest more time in this subject.

Tourism organizations believe corporate social responsibility and the Certification of Sustainable tourism will increase their number of customers, profit and improve their image. Tourism organizations in Costa Rica want to earn the Certification for Sustainable Tourism to receive appreciation for their activities and to distinguish themselves from competitors. They also believe tourists care about corporate social responsibility and with the certification tourists can see you care. A lot of tourism organizations do not have the certification yet because they did not have the time yet, do not know how to earn it and need to improve the organization before they can earn it. However, they find it an expensive and long process and the organizations rather want to practice corporate social responsibility practices instead of investing time and money in the process of a certification. Tourism organizations which have the Certification of Sustainable Tourism have earned the certification because of helping local community, conservation, environment and education.

The tourism organizations are not aware if their target group is aware of corporate social responsibility or they do not know if their target group finds corporate social responsibility important. They do know most of their customers are short term customers and find costs and quality important. However, they do say tourists who visits Costa Rica find corporate social responsibility and the environment important. They also believe local community and organization need the environment, nature and

animals, and therefore they find corporate social responsibility important for their business. The tourism organizations are aware they need to adapt to the corporate social responsibility principals.

### 6.1.2 Corporate social responsibility practices

Tourism organizations have already some sustainability activities, such as recycling and using nature friendly products. Some organizations practice corporate social responsibility, however they are not aware the practices are corporate social responsibility. Some tourism organization support local community and increase awareness in the community. Other practices are cleaning nature areas, hire local people, reduce resources, donate and motivate customers to be corporate social responsibility. Tourism organizations also like to help the community with practices as supporting non-profit organizations, local artists and products, and offer only corporate social responsibility and Costa Rican products and services.

Tourism organizations want to have corporate social responsibility activities to help nature, animals, environment and/or local community because they benefit from the resources and want do give something back. Not all tourism organizations know how to be corporate social responsible, or believe they do not have the time and money to practice corporate social responsibility.

Tourism organizations feel better about themselves, and receive positive reactions and appreciation from customers, organizations and local community because of their corporate social responsibility activities. Their customers and employees also appreciate their activities and they notice the positive impact on the resources. Not all tourism organizations promote their corporate social responsibility activities and therefore do not notice benefits. Tourism organizations would like to receive (more) benefits of corporate social responsibility activities such as receiving more regular and corporate social responsibility customers, improve the image of the organization, grow as an organization, and have stronger and better relations.

### 6.1.3 Perception of collaborations

The tourism organizations do not know how to collaborate with such organizations. They believe they do not have enough money for a collaboration, cannot offer a volunteer or non-profit organization for a collaboration and are afraid to lose profit. Only a small part already collaborates with such organizations to help the local community and animals. Most tourism organizations have never thought of collaborating with a volunteer or non-profit organization yet.

Tourism organizations want to collaborate with a volunteer or non-profit organization to help the community, environment and nature. They also want to collaborate to earn the Certification for Sustainable Tourism or to receive more customers, publicity and positive image. The tourism organizations want to collaborate with volunteer or non-profit organizations because they find corporate social responsibility important and want to feel better about themselves. However they need to benefit or receive more profit from the collaboration. They want a new and different plan about the collaboration. Tourism organizations want to help the community, because this will also benefit their organization and offer new tours to their customers with volunteering. They also believe volunteer and non-profit organizations need to collaborate with other organizations to accomplish.

#### 6.1.4 Needed associations for collaboration

The tourism organizations find it most important a volunteer or non-profit organizations is associated with transparent, honest and organized. Other associations are doing right / good thing, respectful, seriousness, trustful, focused, work hard, have knowledge, consequent, responsible, committed, positive, engaged to their objective and do not exploit volunteers or non-profit status.

The tourism organizations find it most important a non-profit or volunteer organization helps the community. The organizations find is also important to have the same goals and to help nature, animals, environment, education and conservation. Tourism organizations find it also important both parties will be satisfied of the collaboration and need to have a positive effect for own organization. The tourism organizations prefer to collaborate with a small, non-governmental organization with innovative ideas which is eager to help and change, loves nature and cares.

## 6.2 Recommendations

In this chapter, the recommendations which are suggested for Green Life Volunteers will be presented. The recommendations are developed when analysing the results and conclusions of the interviews and gathered theories.

### 6.2.1 Further research

Further research is recommended to achieve more insights on the believes and opinions of the tourism industry on corporate social responsibility and collaborating with volunteer or non-profit organizations. Tourism organizations outside of Puerto Jimenez or Costa Rica can be approached to achieve more insights on their opinions and believes. The approached tourism organizations in this research are mostly located in Puerto Jimenez since Green Life Volunteers is located in this town. A more national, or even international, research will give a wider result of believes and opinions of corporate social responsibility and collaborating with a volunteer or non-profit organization.

### 6.2.2 Brand Plan

Another recommendation is to establish a brand plan to research how people perceive Green Life Volunteers' image, name and trademark. Organizations which have a more powerful brand, can distinguish themselves from competitors. Green Life Volunteers can use the outcomes of the brand plan to improve its name, trademark and image. After Green Life Volunteers has established how people perceive their current brand, it is important to determine what kind of brand they want to be. The brand has to be differentiated from other competitors. The target group needs to recognize themselves in the brand and wants to connect itself with the brand. Establishing a strong and powerful brand will increase the relationship between the target group and other stakeholders. Therefore it is important to establish a brand plan for Green Life Volunteers.

### 6.2.3 An organized and transparent organization

The interviewed tourism organizations find it important volunteer or non-profit organizations are a honest, organized and transparent organizations. Therefore it is important Green Life Volunteers can

prove its charity work, its incomes and expenses. It will be useful to conduct a document with a financial overview of its income and expenses per volunteer, explanation of expenses of Green Life Volunteers and projects, the vision and mission of Green Life Volunteers and all current projects with a small explanation. This will give the tourism organizations a transparent overview of all important information of Green Life Volunteers. The tourism organizations want to know how Green Life Volunteers works and why they want to help the local community, environment, animals and nature.

#### 6.2.4 Community based projects

Tourism organizations find it important to help the environment and nature, however helping the local community was mentioned several times more than helping the nature environment. Green Life Volunteers offers some community based projects, however most project are involved with animals and environment. Tourism organizations find it important to help local communities because they are poor, do not have the knowledge to work with tourists or are very rural primitive villages. Green Life Volunteers could offer education projects in English, guiding and/or environment. Also, Green Life Volunteers could offer projects which improve the local community with asphaltting roads, paint community buildings or even mowing the grass of the soccer field.

#### 6.2.5 Approach tourism organizations

Another recommendation is to approach tourism organization to collaborate with Green Life Volunteers. Firstly, tourism organizations can be approached with an informative email about corporate social responsibility. Green Life Volunteers can also contact tourism organizations if there is a lack of response. Tourism can hear more information about corporate social responsibility and Green Life Volunteers' role. Furthermore, information on corporate social responsibility can be shared via social media, email or website towards tourism organizations. Also, information can be shared on specific evenings where tourism organizations are invited to visit the office of Green Life Volunteers. Furthermore, Green Life Volunteers can organize a focus group with several tourism organizations to brainstorm about their perception of possible collaborations practices.

#### 6.2.6 Short term volunteering

The last recommendation to Green Life Volunteers is to establish short term projects which can be booked via Green Life Volunteers and tourism organizations. The tourists or volunteers can have the opportunity to participate in a project for a shorter period than normal. Furthermore, tourism organizations have the opportunity to be corporate social responsible and make a profit at the same time. This recommendation can increase the number of volunteers for Green Life Volunteers because the short term projects will also be promoted in tourism organizations besides Green Life Volunteers' own promotion.

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## Appendices

### Appendix 1: Topic list

Topic list interviews organizations tourism industry	
<p>My name is Carlies Bervaes, and I do my research about the collaboration between organizations and non-profit organizations / volunteer organizations. I want to gain more information about the beliefs and opinions about sustainability and corporate social responsibility in the tourism industry. Thank you for helping me! The definition of sustainability I use for my thesis is: The quality of not being harmful to the environment or depleting natural resources, and thereby supporting long-term ecological balance of sustainability and corporate social responsibility. The definition of corporate social responsibility I use is: A company's sense of responsibility towards the community and environment (both ecological and social) in which it operates. Companies express the citizenship (1) through their waste and pollution reduction processes, (2) by contributing educational and social programs, and (3) by earning adequate returns on the employed resources. Do I have your permission to record this interview and may I report quotes for my thesis? This interview will take about 30 minutes of your time.</p>	
CSR	
What is your belief on corporate social responsibility?	<p>Want to help the community</p> <p>More customers start to care about it</p>
Why is corporate social responsibility important, or not important for your organizations?	<p>It is important because ...</p> <p>It is not important because ...</p>
Are you familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Can you explain where those certifications stand for?	<p>Yes, CST stands for ...</p> <p>Yes, CST and (other certification) stands for ...</p> <p>Yes, (other certification) stands for ...</p> <p>No, I do not know any certifications.</p>
Does your organization has sustainability and corporate social responsibility certifications?	<p>No, because ...</p> <p>Which one and why? Or why not?</p> <p>We have because ....</p> <p>We do not have because ...</p>
Would your organization wants any sustainability or corporate social responsibility certification? Why or why not?	<p>No because ...</p> <p>Yes, because ...</p> <p>Distinguish ourselves form competitors</p> <p>Increase relations into distribution chain</p> <p>Increase relations to customers through marketing</p> <p>Increase business competitiveness</p> <p>Lower operating costs</p>

	<p>Higher property value Safer and healthier environment</p> <p>Recognition for sustainable and CSR practices Positive publicity New and eco-conscious customer base Involved in Costa Rica Tourism Institute marketing Listed on website Costa Rica Tourism Institute Use certification for marketing Add value to our products/services complete or partial exemption from fees to fairs</p>
<p>Does your organization has corporate social responsibility practices? Which practices do you have and why? Or why not?</p>	<p>Employees volunteer in their free time Employees volunteer abroad</p>
<p>If your organization has corporate social responsibility practices, what kind of benefits of having corporate social responsibility practices does your organization notice?</p>	<p>Improving employees commitment Improving employees motivation Professional development of employees Improvement teamwork of employees Improvement cohesion of employees Gaining reputation to future employees Gaining reputation to customers Goodwill Less absence through illness Involved employees Team spirit of employees Increase proudness of employees Improve internal communication Improve developments Improve talents and competences of employee Innovation Cost savings Brand differentiation Long-term thinking Customer engagement Employees engagement Beneficial position from competitors improving reputation and corporate image Funding opportunities Higher brand equity More positive recommendations Marketing strategies Customers loyalty</p>

	<p>Customers behavior Customers valuation</p> <p>Boosting willingness to purchase from Boosting willingness to work for Boosting willingness to invest in Better financial results Reduce negative interpretations of the firm</p>
<p>If your organizations does not have corporate social responsibility practices, did your organization tried to have corporate social responsibility practices in the past?</p>	<p>Yes, we had ... Yes, we had ... No, we have not because ... What was its success or failure? It succeed because of ... It failed because of ...</p>
<p>If your organization does not have corporate social responsibility practices, what kind of benefits of having corporate social responsibility practices do you think your organization can have?</p>	<p>I believe we would have the benefit ... I do not believe we would benefit ...</p>
<p>Wat kind of benefits of having corporate social responsibility practices do you notice by other organization of competitors which could be useful for your organization?</p>	<p>I do not know any benefits because ... I would like the benefit ....</p>
<b>Extern</b>	
<p>How does your target group think about corporate social responsibility?</p>	<p>The number of customers who care increases</p>
<p>Does your organization collaborate with other organizations?</p>	<p>No, we do not collaborate because ... Yes, we collaborate with ... because ... What kind of collaborations are they and why does your organization collaborate with them? If your organization has already collaborations, what kind of benefits do you have from collaborating with those organizations?</p>
<p>Do you already collaborate with a non-profit or volunteer organization? If yes, which organizations do you collaborate with and why? If no, why not?</p>	<p>Yes, we collaborate with ... No, we do not collaborate because ...</p>

<p>Would a collaboration with a (new) non-profit or volunteer organization be a possibility for your organization? And why or why not?</p>	<p>Yes, because ...          No, because ...          More sales          Better price          Customer loyalty          Strengthen or maintain relationship          Strengthen the brand          Improving brand          Improving position          Promotion          Increase price of product / service          Marketing          Importance of customer relationship          Maximize benefits          More positive and social image          Improving employees commitment          Improving employees motivation          Professional development of employees          Improvement teamwork of employees          Improvement cohesion of employees          Gaining reputation to future employees          Gaining reputation to customers          Positive emotional bond employee and company</p>
<p>What would be important for a non-profit or volunteer organization for a collaboration with your organization? Can you explain why?</p>	<p>It would be important to ...</p>
<p>What kind of associations or characteristics does the non-profit or volunteer organization need if they want to collaborate with your organization?</p>	<p>They need to be ...</p>

Please click [here](#) to return to 3.3 Data analysis process.

## Appendix 2: Open coding interviews

### Interview 1

**Carlies:** Could you tell me why Lapa Rios received the Certification for Sustainable Tourism?

**Interviewee:** From the very beginning of Lapa Rios, the owners thought about doing this together with the local community, and they decided to do it based on conservation, education and local community. The reason we have the Certification for Sustainable Tourism is because we are following the guidelines. The Certification for Sustainable Tourism is based on four fundamentals and Lapa Rios apply and do all these fundamentals in our operation. Since the second evaluation we always had the five leafs which is the maximal standard and means that a minimum 90% is scored of the Certification for Sustainable Tourism standards.

**Carlies:** Which other sustainability or corporate social responsibility certifications do you know?

**Interviewee:** In Costa Rica CST is definitely the one certificate which is recognized. There are other ones, for example Rainforest Alliance. Also, there are a lot of ICO certifications and different standards to identify being carbon neutral. I miss a certificate which is global and worldwide to have one same standard for all the different countries in de world. Lapa Rios is also part of the ZEIT foundation which has a program to measures the sustainability of lodges all over the world.

**Carlies:** What other certifications would Lapa Rios also wants?

**Interviewee:** We would like to have other certifications, but you will lose a person in the whole administration part. We would rather like to have that one person work with the local community. So, if there is a certification which is much better than CST and is more global, we would apply for that certification. So we are doing these two certifications and also the blue flag certification in Costa Rica, which is focused on climate change. So in total having three certifications is more than enough I would say.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** Lapa Rios beliefs that corporate social responsibility and sustainability is the correct way to do things and even the only way to do things. Sustainability is all about protecting the same resources to have it for the next generations. And teaching people that rainforest left standing is more valuable than one cut down, which is a destination to go to, to learn, to see and to experience, that we will have this 50 or 100 years still standing. It has to be a co-responsibility or the community, hotels and all other enterprises of the community and around us, so you can really be a part of it and see the value of this area. I believe that if hotels have a roll in this process, they will have a better understanding about the importance of conservation which brings economic progress towards the community and hopefully a wealth which can be spread. The believe of Lapa Rios and Management Company is to hire locals, train locals and to buy as much as we can from locals to make sure the wealth is spread in the community,

because I believe you cannot have sustainability or a sustainable lodge in an unsustainable community.

**Carlies:** Can you tell me more why corporate social responsibility and sustainability is important for Lapa Rios?

**Interviewee:** We find sustainability and corporate social responsibility very important because they are a part of Lapa Rios. I believe the tourism organizations on the Osa Peninsula can definitely improve their CSR and sustainability activities and it can always be improved. The thing is, it is a root problem. Our grandfathers used to go hunting and it is very difficult to convince someone like my grandfather that hunting is wrong. I think that the new generation do not need to hunt anymore for food, therefore I believe that the new generations feel the treats towards nature and they are more aware of the problem. But I do also believe that there are a lot of bad habits which are difficult to change because there are still a lot of problems with illegal hunting and illegal wood cutting. But we also got more specific community problems, for example the proximity of a lot of our houses, the community towards the mangroves, the treatment of grey waters and the waste.

**Carlies:** What kind of corporate social responsibility practices performs Lapa Rios?

**Interviewee:** One activity Lapa Rios perform is hiring and training locals. We have program, where people will start their career at the bottom of the organization, for example housekeeping or in the kitchen, and if they got the interest and ability to learn they can move up the ladder. So it is not always hiring people from outside to do the important jobs here, but we want to train locals to be the next leaders and managers by investing in the people of this community. Another program Lapa Rios has is with high school students. During their internship they are a part of our organization and they get the opportunity to see how a hotel works. Education has always been one of the pillars of the Lapa Rios organization. Right now we are collaboration with a foundation called 'Earth Equilibrium' and Lapa Rios is helping this program by collecting funds through our guest, which are big donations, to help different rural schools every year and organize summer camps to educate environmental education. Lapa Rios also want to support the local community by buying the products from local farmers and we have a stand in our hotel where local artist can sell their products every evening and we do not charge them for anything. It is a local project where the community has the opportunity to benefit from our guest as well.

**Carlies:** Can you tell me which benefits you experience of being corporate social responsibility?

**Interviewee:** We notice a lot of benefits of being corporate social responsibility because it is a part of our organization. I do not think our guest do not only book at Lapa Rios because we corporate social responsibility, but I think the guest feel good about themselves if they stay in a place like this when they hear about these kinds of programs. All staff members feel proud of what Lapa Rios does and this is very important. So being

responsible, being transparent about these kind of things and being well positioned in the community is definitely a benefit.

**Carlies:** Which corporate social responsibility activities can Lapa Rios practice if you compare the organization with competitors?

**Interviewee:** Beside Lapa Rios, there are a lot of organizations in this region who do a great job at being corporate social responsibility, such as Luna Lodge, El Remanso, Bosque del Cabo, and many more. The Osa Peninsula is a region which is very aware about the protection of our environment. Besides the ZEIT foundation, we look at other organizations worldwide and look at their activities all over the world. Developments of other organizations are always interesting to look at and to see if Lapa Rios has the same opportunity, how it works and if we can grow with this project.

**Carlies:** How do your guests perceive the importance of corporate social responsibility?

**Interviewee:** Lapa Rios has got guests who know they want to visit the school we help. The guests would like to meet the children and they want to be a part of it. We also got families who come to us and ask if they can do volunteer work, because everywhere where we are, Lapa Rios got volunteering. In general, we have very conscious guest, and some guest do not care about it. But on the other side, they might leave a donation when they leave.

**Carlies:** Does Lapa Rios promote the volunteer work to the guest? Can you explain how?

**Interviewee:** We do not really promote the volunteer work, but this is something where Lapa Rios can improve itself. We can improve it to organize it together with local nongovernmental organizations, so someone can structure the volunteer activities. The guest who stay at Lapa Rios, will get invited to visit the school or other volunteer activities if the opportunity shows up. The guest mostly donate in the moment they hear about it but do not necessary before they book their stay at Lapa Rios.

**Carlies:** Can you tell me more about the collaborations between Lapa Rios and other organizations?

**Interviewee:** We collaborate with other hotels and eco lodges. We have meetings with the other lodges and try to combine our forces together. We do not see each other a competition but as co-workers, so we can help each other and have a bigger impact. I believe if all organizations unite their forces, we can create a bigger impact because we can only do so much as one organization. Also, Lapa Rios has an important alliance with Osa Conservation because it has the same goals as Lapa Rios. They are involved with buying land and putting this in conservation, so the conserve of Corcovado National Park gets extended and therefore there will be more protective nature and wildlife. We also collaborate with local universities of Costa Rica because one of universities investigate a special specie of tree which is only be found on the Osa Peninsula. The reserve of Lapa Rios got some of these trees and the university monitored these trees. We also got an alliance with a new nongovernmental organization Caminos de Osa which helps

the family businesses to become tourism providers. Lapa Rios is a part of their program and their recruits come one day to Lapa Rios to see how we operate and they can learn from an existing lodge how to do things. Lapa Rios is always looking for new local nongovernmental organizations which have the same goals as us. This can be in working with the community, working with education or working with conservation. As long as the organization has one of these three goals, Lapa Rios will collaborate with them.

**Carlies:** Does Lapa Rios collaborates with a volunteer organization? Can you tell me why or why not?

**Interviewee:** We recently collaborate with a volunteer organization, only I cannot remember the name of the organization. This organization bring in volunteers from Europe, who stay for 6 to 12 months, and they learn more about the Costa Rican culture. The volunteer is a German guy, who we hired him to help us with community work. He is here already for six months and he has been teaching English classes in the community and he worked on a project from Osa Conservation called 'Help the Rivers', where he needed to monitor the rivers. Other volunteer work he did was work and investigation for the Wild Cat organization.

**Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Lapa Rios?

**Interviewee:** The most important thing would be having the same goals as us. So part of their goal has to consist helping the community, something with education or something with conservation. That are the three pillars of Lapa Rios and this has always our focus.

**Carlies:** Does the non-profit or volunteer organization need specific associations or characteristics when they collaborate with your organization? What kind of association would that be?

**Interviewee:** I think one of the most important thing for an enterprise is that the organization needs to be well organized and transparent about what they are doing and where the funds go to. This is important because the enterprise is willing to donate money, who is willing to recommend it to their guest and many more. So any nongovernmental organization or volunteer organization that would like to collaborate with us or wants to be associated with Lapa Rios, has to be something we can trust. Also the organization needs to do the right thing.

## **Interview 2**

**Carlies:** Are you familiar with the Certification for Sustainable Tourism, the CST? And can you name other certifications?

**Interviewee:** I do know the CST certification. And I also know other certifications for sustainability. In Costa Rica you have Banderas Azul, the Blue Flag certification. But this is for the beaches and how clean they are. It is not for the accommodations.

**Carlies:** And does Lunas Hostel has the CST or other accommodation certifications?

**Interviewee:** Lunas hostel does not have the CST certifications or other ones. I do not know any other certifications on sustainability or corporate social responsibility for accommodations.

**Carlies:** Would you like to have a sustainability or corporate social responsibility certification for Lunas Hostel? And why or why not?

**Interviewee:** Yes, because people check the places before they come. They will see that the accommodation is fun, clean, good and care. People care about conservation and about the environment.

**Carlies:** Does the target group of Lunas Hostel finds sustainability and corporate social responsibility important?

**Interviewee:** Yes, most of our guests care about the environment and have respect for nature and environment. They also find recycling important. The guests are aware of the environment and talk about it with me. I believe tourists who visit Costa Rica come here for the nature, animals and environment.

**Carlies:** How do you think about sustainability and corporate social responsibility?

**Interviewee:** I think it is very important to be sustainable and corporate social responsibility. I believe that in a few years everybody got to do it and not because of fines or something like that. Being sustainable and corporate social responsibility is the only way to keep our environment and country clean. Everybody can control a little part, but we cannot control the whole country. The citizens of Puerto Jimenez do not care about their town and do not think they would benefit from improving the town. They do not think if there are better roads then more tourist will visit Puerto Jimenez and they can start more business or sell more products. They do almost nothing to improve it or to improve the education of the children. Puerto Jimenez has the Corcovado National Park, which is one of the best in the world. And the citizens of Puerto Jimenez do almost nothing with it. Even Costa Ricans do not come to the park because it is too expensive and they live next to the park. The locals do not learn enough about their own country in this way.

**Carlies:** Does Lunas Hostel has corporate social responsibility practices? And why or why not?

**Interviewee:** We do not have this kind activities because the hostel just opened six months ago. I am also new in town and not from here, so I do not have the contacts here yet. I used to be a director theatre and teacher. But I did not start anything here yet, because I just arrived here.

**Carlies:** And would you like to do corporate social responsibility practices? And why would you like to do that?

**Interviewee:** I would like to have corporate social responsibility practices, however not only Lunas Hostel has to do those activities but also other companies in this country must practice

the activities. It is important for the nature, environment and for the animals. We have this beautiful nature now because 50 years ago some people started with the conservations with the animals and all national parks. Now we have to teach everybody, teach our children, that they keep that and keep it good because it is valuable. Sometimes, it is not about if you can help, but about doing nothing wrong. It is important to start with the kids, because the old people know it but do not always respect. The kids can be educated good, the next generation will going to be better and better.

**Carlies:** Do you belief Lunas Hostel can help with this? Help to educate the children or help the community? And why or why not?

**Interviewee:** We could help, however Lunas Hostel does not have any money and time right now. I could help with theatre because I was director theater. Sometimes you think I could have done that, but nobody else tells you that you can do this or that. Here in Puerto Jimenez citizens do not help the environment. It is nice that some girls are picking up the garbage and there is a recycling place, but there need more than this. The most important thing a town needs is education.

**Carlies:** What kind of benefits or corporate social responsibility practices do you notice by other organizations or competitors which could be useful for Lunas Hostel?

**Interviewee:** I heard that Lapa Rios is one of the best in the world in what they do. They do great activities for the nature and for the community. I would like to do that for the Lunas Hostel as well. And Lapa Rios is famous for it, it would be great to have that fame as well.

**Carlies:** You mentioned that improving the community is important? If Lunas Hostel helps the community, which benefits would Lunas Hostel have from helping?

**Interviewee:** We would like to help the community because if the children get better education, the whole town would get better and so the whole community of Puerto Jimenez will improve. For example, when the roads get better, the town gets better, the education gets better, the more tourists we receive, the more we can sell, etc. Therefore, Lunas Hostel will also benefit from it.

**Carlies:** Does Luna Hostel collaborates with other organizations? And could you tell me which organizations and why?

**Interviewee:** Sometimes we collaborate with a conservation organization. I think it is called Sedena. They ask for small donations, for festivals or just food. The organizations has around 100 people, so we can help them by giving them food and drinks.

**Carlies:** Would a collaboration with a non-profit organization or volunteer organization be a possibility for Lunas Hostel? And can you tell me why or why not?

**Interviewee:** Yes, because we need those organizations to improve the community. Also, other organizations need to collaborate with each other to improve the community Maybe, when the non-profit organizations or volunteers organizations collaborate with the

other organizations, they can improve a lot of things for the community together. The roads can be improved or a solution for all the street dogs in Puerto Jimenez.

**Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Lunas Hostel?

**Interviewee:** The non-profit organization or the volunteer organization needs to help the community. And if all organizations help, the town will get better and also the citizens of Puerto Jimenez will get better.

**Carlies:** Does the non-profit organization or volunteer organization need specific associations or characteristics when they collaborate with Lunas Hostel? What kind of associations or characteristics would that be?

**Interviewee:** The organization has to be focused. Some organizations think that all problems in the world are their necessities. The organization has to pick some of all the problems in the world, and focus on those instead on all the problems.

### **Interview 3**

**Carlies:** Are you familiar with the Certification for Sustainable Tourism or other sustainability / corporate social responsibility certifications for the tourism industry? And can you tell me where those certificates stand for?

**Interviewee:** I only know the Certification for Sustainable Tourism. This certification means a lot to the tourism industry in Costa Rica and most organizations really want to earn those leaves. I do not know other organizations.

**Carlies:** Does Hotel Inn has the Certification for Sustainable Tourism? And why or why not?

**Interviewee:** We do not have the certification because we are a new hotel. The hotel has just been established and opened only a year ago. I think the owners of the hotel have not think about any sustainable or corporate social responsibility certification yet. It is also a very small hotel, we only have three rooms. I believe the owners have not thought about it yet, or they do not know how to get such certification Also they are not trying to be sustainable and corporate social responsible. For now, the hotel wants to be just a regular and normal hotel. It is not a hotel which is known for doing good things or trying to be sustainable.

**Carlies:** Would it be interesting for Hotel Inn to get a sustainability or corporate social responsibility certification? Can you explain why or why not?

**Interviewee:** I think it would be very interesting for the hotel. It would be a good thing for the hotel image to have such certifications. In Costa Rica is all about the environmental and nature. If a hotel got a certification for sustainability or corporate social responsibility, it means that your organization cares about the environment, about sustainability and about the future. Such certificate can only be good for your organization. It would look good on your website and for your guest. It is a good sign that you are doing good

things. Maybe our use of air-conditioning would be less harmful if we had renewable energy, such as solar panels.

**Carlies:** What is Hotel Inn's belief on corporate social responsibility and sustainability?

**Interviewee:** The owners of Hotel Inn do not think about corporate social responsibility and sustainability yet. We are in the process of rebranding the hotel because the owners are not happy about the number of reservations. That is why I am very curious in your research and may suggest to the owners if sustainability and corporate social responsibility can improve the image of the hotel. I believe if Hotel Inn gets a certification for sustainability or corporate social responsibility, more people will visit the hotel. Because a lot of tourist search for hotels with certifications like that. It is a good sign if a hotel goes through a certification process and earns a certification for sustainability and corporate social responsibility.

**Carlies:** Can you describe the target group of Hotel Inn for me?

**Interviewee:** Mainly we receive guest at Hotel Inn who are short term travelers and stay at the hotel for one night The guest we receive at Hotel Inn, stop in Puerto Jimenez before they go to Matopalo, Carate or Corcovado National Park. The guest are passing through. There are not a lot of guest who stay in Puerto Jimenez for a few days and hang out here. I do not know why tourist do not hang out in Puerto Jimenez because it is a cute little town and there is a lot to do around here. The tourist could have their base here and drive to other towns or activities from here. That is what we want and we want people to know that.

**Carlies:** Can you tell me more about the corporate social responsibility and sustainability activities of Hotel Inn?

**Interviewee:** Hotel Inn is very strict in recycling the rubbish. For example, we do the normal recycling, but we also separate the organic waste and carton. We get a lot of carton because of the Lookout-Inn. This is a sister hotel from Hotel Inn in Carate. The Lookout-Inn has a turtle conservation project that they run on the beach. The hotel runs the project and protect the eggs of the sea turtles. Unfortunately, Hotel Inn is just a sister organization and has nothing to do with this project. Hotel Inn and the Lookout-Inn are really separated from each other.

**Carlies:** Does Hotel Inn has other activities which may are corporate social responsible?

**Interviewee:** We do have a garden and we grow some fruits and herbs there Hotel Inn hires people from the local community to work in our hotel. We have three local staff members and because of their job at Hotel Inn, they have more money now for their families. We do sell local art at the hotel and we support the local guides because if our guests wants to hike we arrange a local guide. We also sell local coffee in our hotel.

**Carlies:** Did Hotel Inn tried to have corporate social responsibility activities in the past? What was its success or failure?

**Interviewee:** No, we did not try any corporate social responsibility activities in the past. The main reason is that we just opened one year ago. I would like if Hotel Inn would get more involvement. However, I think that the organization is still too small and we receive not enough guest. If Hotel Inn grow, are more established and receive more guest, they will invest more in the local community. For example, they may donate or something like that. The owners do not have enough money at the moment to invest in this kind of activities, however they do think it is important to be good. In the future, I believe they will be very interested in being corporate social responsible and earn a certification.

**Carlies:** Do you now more benefits Hotel Inn will have if they will practice corporate social responsibility activities?

**Interviewee:** The reputation of the hotel will be better because see the certification and people can see Hotel Inn as a sustainable and corporate social responsible hotel. So when we will be more corporate social responsible, I believe we will also receive more guest Corporate Social Responsibility could be a part of this and increase it all. When a hotel makes money and is a successful hotel, than they probably have money left to donate every month or year. I believe that should be done by the hotels. And they can tell their guest about their help towards the community, volunteer organizations or non-profit organization, so the guest can see that they are corporate social responsible.

**Carlies:** What kind of corporate social responsibilities activities do you notice when you think of the competitors or Hotel Inn?

**Interviewee:** I think the hotels in the town of Puerto Jimenez are not really corporate social responsible or sustainable. But the hotels outside of town, for example in Carate and Matopalo are more corporate social responsible and sustainable. There is for example Lapa Rios, which is a big organization in the ecotourism industry and is also very sustainable and corporate social responsible. All other hotels strive to be like Lapa Rios. Lapa Rios has activities which would be interesting for the hotel. I do know Lapa Rios support local artists, this would be interesting to support the local community.

**Carlies:** Does Hotel Inn also collaborates with other organizations? Can you tell me which organizations and why?

**Interviewee:** Yes, we collaborate with travel agents and online booking sites. For example, Expedia, Booking.com and Union travel. We collaborate with them so potential guest can book Hotel Inn via their websites. Also, they promote our hotel via their websites.

**Carlies:** Would any other form of helping a volunteer or non-profit organization be an option for Hotel Inn?

**Interviewee:** I have talked about that option with the owners, however they declared that they do not have enough money at the moment to help volunteer or non-profit organizations. Hotel Inn is a new project of the owners that needs to make money first before they can invest.

**Carlies:** Would it be a possibility for Hotel Inn to collaborate with volunteer organizations or non-profit organizations in the future? And can you tell me why or why not?

**Interviewee:** Definitely, but indeed in the future because they do not want to invest time and money now in other things than increasing the number of guest. But the owners find sustainability and corporate social responsibility very important and I know for sure they want to implement this at Hotel Inn. It would give the organization a positive image by doing well for the environment and the community. When the collaboration also has benefits for Hotel Inn, it would be an amazing idea to pitch maybe sooner.

**Carlies:** What would be important for a non-profit organization or volunteer organization for a collaboration with Hotel Inn?

**Interviewee:** The most important thing is that the organization does good things and is good for the community. It actually needs to help the community, for example help the street dogs or education for children and adults.

**Carlies:** Does the non-profit or volunteer organizations need specific associations or characteristics when they collaborate with Hotel Inn? What kind of associations or characteristics?

**Interviewee:** A non-profit organization or volunteer organization needs to be community orientated and needs to help the community around itself. For Hotel Inn helping with cause is an important factor.

#### **Interview 4**

**Carlies:** Firstly, I would like to know if you are familiar with the Certification of Sustainable Tourism or other certifications in the tourism industry. And could do you know where those certifications stand for?

**Interviewee:** I do not know this certification. I have read and heard about other certifications, but I do not know the names anymore.

**Carlies:** The Beach House does not has a certification at the moment, but do you want to have a certification? And can you explain me why or why not?

**Interviewee:** I am not really interested in deserving a certification for The Beach House because my organization is very small.

**Carlies:** Can you tell me more about the activities you did for the community with The Beach House?

**Interviewee:** The auction I participated in was for a 'Dog & Cat Rescue' project of Green Life Volunteers. People could bid on a stay at the Beach House and a part of the donation went the 'Dog & Cat Rescue' project. I also did this for the Corcovado School and also for other projects and other organizations, which I cannot remember the name from at the moment. If someone want my help, I will definitely help them if the project is

reasonable. I try to cover it by recycling my trash and I try to be a part at the community of the Osa Peninsula. I do for example tranquility, which is trash clean ups.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** I believe everybody should not leave a big imprint and even if you do, you must try to cover your tracks. I believe that if you come here, be a part of this community and make money in this community, you should give something back to the community. I am not full-fledged out there and help every minute. But I do help quite a bit in this community and I try to help the community as far as I can.

**Carlies:** And do you think that it is important for an organization to be sustainable and corporate social responsible?

**Interviewee:** Yes, I believe it is important that people are involved in the community, you reduce your trash and you reduce your impact on the community. At The Beach House I recycle a lot and I also recycle our organic trash. I believe that sustainability and corporate social responsibility is important for everybody. Because of this, you are more aware of what happens around you and what happens to the environment. I believe you realize the importance of it when you live down here.

**Carlies:** Can you tell me more about the sustainability and corporate social responsibility activities you perform for The Beach House?

**Interviewee:** Besides recycling and the auction I mentioned before, I also plant trees and replanting in the garden of The Beach House. Also, I always have new projects to help the nature or community. When I had the German volunteers in The Beach House, we started with a new project to replant and plant new trees in the garden. When the German Volunteers where here, we also made a herb garden. I always try to improve The Beach House and mostly in a sustainable way.

**Carlies:** You help already in the community, but do you think The Beach House can be more corporate social responsible in other ways?

**Interviewee:** I think I still can improve The Beach House in that way. But on the other hand, The Beach House is such a small organization. Basically, I am the only one who works for The Beach House. Every now and then I have a friend, volunteers or people who want to stay in the house for free, who help me out. But normally it is just me.

**Carlies:** Did The Beach House performed corporate social responsibility activities in the past? Can you tell me more about those activities?

**Interviewee:** I have been a part for trash clean up, I let volunteers stay at The Beach House, do a lot for the nature by planting new trees or other garden activities and I auctioned The Beach House for different charity purposes. Also, I participated with a turtle project and a turtle festival. I helped with the project, so I protected the eggs of the sea turtles and did other activities over there.

- Carlies:** What kind of benefits of being sustainable and having corporate social responsibility do you think The Beach House will have?
- Interviewee:** I think my organization can grow if I have more corporate social responsibility activities. Most tourist who visit Costa Rica are looking for a Pura Vida lifestyle, eating more natural and they want to recycle their trash. My guests and tourist I speak are aware of the environment and are very sustainable. I think if I want benefits of being corporate social responsible, I have to put more time in the marketing of The Beach House. I do not necessarily search for sustainability, but more to being kind for the community and environment.
- Carlies:** What kind of benefits of being corporate social responsible do you notice by other organizations or competitors?
- Interviewee:** I think the community garden of Puerto Jimenez is a good initiative and is also very important. I would like to be a part of that initiative, but I just do not have the time for that. The biggest organization around here is Lapa Rios. I do know they have a green lifestyle, but I do not know what activities they are really doing. The tourist who come to Costa Rica are very sustainable, so Lapa Rios adapt great on this.
- Carlies:** Can you tell me more about the target group of The Beach House? Why do they come to Costa Rica?
- Interviewee:** My guest come to The Beach House for a vacation. Our guest like that I recycle and that I am always busy with the nature and planting trees. They like all the nature you can find on the property of The Beach House and around. But to be honest, I do not know if my guest would like if I would become more sustainable or corporate social responsible. I think they are fine by how it is.
- Carlies:** Does The Beach House collaborate with other organizations? What kind of collaborations and why do you collaborate with them?
- Interviewee:** I collaborate with the 'Dog & Cat Rescue' project, Corcovado School and a big swim contest in Puerto Jimenez. But my collaborations are on a small scale but they help the community.
- Carlies:** Can you tell me more about the benefits your receive from the collaboration with the 'Dog & Cat Rescue' project?
- Interviewee:** The only benefit I receive is being nice and doing well for others. I do not notice more benefit from this small collaboration. I think it is important to help the animals. The 'Dog & Cat project' is a good project and a lot of people on the Osa Peninsula cannot do what she does with this project. But again, I do not promote or tell anybody about this. So maybe if I would do that, I will notice more benefits.
- Carlies:** You mentioned you have volunteers from time to time. Would you like to participate more with volunteers?

**Interviewee:** To be honest, not really. Most of the volunteers who come to Costa Rica have to pay to volunteer. The volunteers have to pay for their own accommodation, food, etc. The situation was different with the German volunteers I had at The Beach House. They Germans were very young and I let them stay at my place because I did not have any guests at that time. So I let them stay and they could stay at my place if they did some work for The Beach House. When I look back at this experience, it feels more like babysitting. I have to push them to work all the time, and I just have not got the time to do that. The one downside of volunteer organizations I experience is that they are making a lot of money. Some organizations make less money of the volunteers, but they still make a little money. It is not that I am against it, but also not totally for it.

**Carlies:** Would a collaboration with a non-profit organization or a volunteer organization be a possibility for The Beach House? Could you tell me why or why not?

**Interviewee:** If my accommodation would be different, I would do that. The Beach House has not got the accommodation for volunteers. If I do not have bookings for The Beach House, I can let volunteers accommodate in the rooms. But it depends on the booking schedule. If The Beach House is not booked and I need a lot of work done, I let volunteers stay so they can help me out.

**Carlies:** And would you like to work with a non-profit organization or volunteer organization on a whole different way?

**Interviewee:** I would definitely collaborate with a non-profit organization or volunteer organization in a new way I have not experienced before. Also the auctions I would like to do again. I would be interested to hear how The Beach House can help those organizations.

**Carlies:** What would be important for a non-profit organization or volunteer organization for a collaboration with The Beach House?

**Interviewee:** The most important thing would be helping the community because when an organization helps the community, it helps all of us. When they improve the community or helps the community, everyone will notice that.

**Carlies:** Does the non-profit organization or volunteer organization need specific associations or characteristics when they collaborate with your organization? What kind of associations or characteristics?

**Interviewee:** A non-profit organization or volunteer organization needs to be kind. That is the most important factor in my eyes. The organizations have to be kind towards the community, environment, nature and animals.

## **Interview 5**

**Carlies:** First I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** I do know the Certification of Sustainable Tourism. This is the only certification I know, I do not know other ones.

**Carlies:** And does Osa Green Travel has the Certification of Sustainable Tourism or other certifications? Can you also explain why or why not?

**Interviewee:** Osa Green Travel does not has the Certification for Sustainable Tourism or other certifications, but it should have one. Our slogan is Living a green experience at the Osa Peninsula. I do know it is very hard to earn the Certification of Sustainable Tourism, but we have not tried to earn the certification yet. We just have not got the time yet to apply for certifications.

**Carlies:** Can you tell me why you find it interesting to earn the Certification of Sustainable Tourism?

**Interviewee:** Almost all tourist who visit Costa Rica come here for the nature and find the environment important. It would be very interesting for Osa Green Travel to earn the Certification of Sustainable Tourism because our clients do find sustainability and corporate social responsibility very important. If they see we got the Certification of Sustainable Tourism, they will come to us instead of a competitor. The clients can see that we are involved with the nature, environment and community. I think that if we have the Certification for Sustainable Tourism, we would have more clients.

**Carlies:** And do you think there will be more benefits for Osa Green Travel if they will have the Certification for Sustainable Tourism?

**Interviewee:** I think the reputation and image of Osa Travel Green will be more positive because sustainability and corporate social responsibility is very important nowadays for the clients. Especially in Costa Rica and on the Osa Peninsula. Our tourist are very aware of our beautiful nature and the environment. Osa Green Travel will not only gain more tourist if we have a certification like the CST, but also more organization wants to collaborate with us because we do something good for the nature, environment and community. Because all of this, I think Osa Green Travel will increase their sale.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** I find it very important to be sustainable and corporate social responsible not only individuals, but also for organizations. I think everybody should find the nature and environment important and be aware of this during activities in your life. We are responsible of the nature and environment as a tour operator because our tours are in the nature. The guides we send should make the tourist aware of the importance of the nature and environment. All tour operators should be more aware of the importance of corporate social responsibility and sustainability. We make money on the nature and we inform the tourist about nature . We earn our money with the nature, therefore we need to do something back. Osa Green Travel involve the local community with employment because if we do not involve the community, Puerto

Jimenez would just be a town with houses and restaurants. Therefore, we think it is important that the local community must be a part of the tourism industry.

**Carlies:** Does Osa Green Travel has corporate social responsibility practices? And can you explain why or why not?

**Interviewee:** Besides offering employment to the local community as we do with our guides we do not have other corporate social responsibility activities. We try to use as less electricity as we can. Osa Green Travel just offer tours to the tourist. Our tours are also not focused on corporate social responsibility, they are just tours. I believe my boss has not thought about other corporate social responsibility activities. The guides and my boss just want to make money and sell as much tours as we can.

**Carlies:** Can you explain why corporate social responsibility is important or not important for Osa Green Travel?

**Interviewee:** I believe Osa Green Travel wants to be corporate social responsible but not really think about it enough and they do not fully understand what it means. I believe they would be interested to learn more about it. However, I think he would only be interested if Osa Green Travel will makes more profit with those activities. Especially the guides just work to earn more money and are not that interested in sustainability and corporate social responsibility. In general, most inhabitants of Costa Rica are not aware of the beautiful nature and do not appreciate it. If you can inform the local community and guides why the nature of Costa Rica is so special and that we need to protect it with sustainable and corporate social responsible activities, I believe they may participate with those activities. It is very important to help the community and especially the children of the community. If we help the children, the future generations will be improved.

**Carlies:** Did Osa Green Travel tried to have corporate social responsibility activities in the past? Can you tell more about those activities or explain why they did not do that?

**Interviewee:** I am not completely sure if they tried any activities in the past. They want to be sustainable and corporate social responsible. However, I think they want to be this way because it is a trend and a lot of tourist search for organizations which are sustainable and corporate social responsible. My boss want to make profit out of it, but he does not know what it really means and how to do it.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors , which could also be useful for Osa Green Travel?

**Interviewee:** I appreciate organizations like Osa Conservation and Wide Cast are related with the environment. They perform researches to improve and protect the environment of Costa Rica. In the tourism industry mostly the accommodations are aware of the importance of sustainability and corporate social responsibility, especially in the area of Drake Bay and Matopalo. They probably would have benefits of being sustainable and corporate social responsible. I do not think those organizations earn more money

because they are sustainable and corporate social responsible. I believe that the benefits those organizations receive are mainly feeling good about yourself and doing something for the community or environment.

**Carlies:** How do the clients of Osa Green Travel think about corporate social responsibility?

**Interviewee:** Most of our clients are aware of the importance of sustainability and corporate social responsibility in Costa Rica. Most tourist visit Costa Rica for the nature and environment. However I believe not all tourists who visit Costa Rica are aware of the importance. Some tourist and clients at Osa Green Travel do not care about sustainability and corporate social responsibility.

**Carlies:** Does Osa Green Travel collaborate with other organizations? What kind of collaborations are they and why does Osa Green Travel collaborates with them?

**Interviewee:** We collaborate with other organizations to provide the tours we offer. We also work together with other tour operators. We need to work with them to offer all the different kind of tours here on the Osa Peninsula.

**Carlies:** Can you explain why you work together and which benefits Osa Green Travel receive of these collaborations?

**Interviewee:** We collaborate with other tour operators to offer a tour for a lower price. Tour operators do not have enough clients to provide a tour for a small amount of clients and for a low price. Together we can provide a lower price. We collaborate with different organizations to offer the tours, for example with the park, otherwise we could not offer tours.

**Carlies:** Does Osa Green Travel has a collaboration with a non-profit organization or a volunteer organization? Can you explain which organizations and why or why not?

**Interviewee:** No, we do not collaborate with any non-profit or volunteer organizations. We do have volunteers at Osa Green Travel from time to time. The volunteers who work in the office help us with the reservations, sales, etc. Basically, the volunteers we receive work here for free.

**Carlies:** Would a collaboration with a non-profit organization or volunteer organization be a possibility for Osa Green Travel? Can you explain why or why not?

**Interviewee:** It would be interesting to hear how Osa Green Travel can collaborate with a non-profit or volunteer organization. I would like to know if it was possible to send tourist for one day to a project to volunteer. The tourist could help with the sea turtles, planting trees or helping the local children. If we would collaborate with a non-profit organization or volunteer organization, we can offer new and different kind of tours.

**Carlies:** What would be important for a non-profit organization or volunteer organization for a collaboration with Osa Green Travel?

**Interviewee:** The most important thing is that Osa Green Travel and the non-profit or volunteer organization both profit of this collaboration. We have to make more money and the

non-profit or volunteer organization needs to make more money, gain more volunteers or complete more volunteer work. The non-profit or volunteer organization needs to help the animals and nature.

**Carlies:** Does the non-profit or volunteer organization need specific associations or characteristics when they collaborate with Osa Green Travel? What kind of associations or characteristics?

**Interviewee:** The non-profit or volunteer organization needs to be attractive. Firstly, it should be attractive for the volunteers and tourist to help this organization with volunteer work. The organization has to know how they sell their projects to everybody. They should know how to sell their project to the local people, foreign people, tourists, volunteers and other organizations.

#### **Interview 6**

**Carlies:** Firstly, I would like to know if you are familiar with the Certification of Sustainable Tourism or other sustainability or corporate social responsibility certifications for the tourism industry? Can you tell me where those certifications stand for?

**Interviewee:** Yes, I do know the Certification of Sustainable Tourism. We have not got the CST certification, however I am trying to earn the certification for Corcovado Experience. I do not know other certifications.

**Carlies:** Why is it important for Corcovado Experience to earn the Certification for Sustainable Tourism?

**Interviewee:** If Corcovado Experience has the Certification for Sustainable Tourism, people will believe more in our organization. They know your organization is doing good and helps the nature, environment and people by their programs. So if the people believe more in your organization, they will book tours at our organization instead from our competitors.

**Carlies:** Can you tell me what you need to improve to earn the Certification for Sustainable Tourism?

**Interviewee:** We already do some corporate social responsibility activities, but we still need to improve ourselves. To earn the Certification for Sustainable Tourism, you need to do a lot of activities and also fulfill a lot of other requested. So Corcovado Experience is already doing good, but we need to improve ourselves a lot more to earn the certification.

**Carlies:** Can you tell me more about your belief on corporate social responsibility and sustainability?

**Interviewee:** I believe corporate social responsibility and sustainability is very important. It is very important to help the community and the nature around us because when we help the community can improve itself. We sell mainly tours in the nature of Costa Rica, which

means that we need to be responsible for the nature. We need to help and protect the nature so we can experience it, but also the next generation.

**Carlies:** Can you tell me more about the corporate social responsibility activities from Corcovado Experience? Do you also perform activities as cleaning the beaches with tourist?

**Interviewee:** Firstly, we recycle our trash. Also, we try to be more corporate social responsible with my tours to offer only tours with local guides. Last year we collaborated with the high school to help the recycling organization of Puerto Jimenez. During this program, we helped the organization with collecting the trash from town and recycling the trash from town. Last year I worked with my former organization on a hatchery to clean the beach so sea turtles and animals could not get stuck in it. We also clean the beach with the local community. During this walk we talk to each other about the importance of helping the nature, environment and community. We perform this kind of activities mostly in the months June and July because then it is low season and the kids are more flexible to help during those two months. In The children just had two months' vacation and are now preparing to get back to school.

**Carlies:** Can you explain why corporate social responsibility is important, or not important for Corcovado Experience?

**Interviewee:** It is not only important for me, but it is also very important for my organization because the tourists and local community can see we do something good for the nature, environment and community with our activities. When you bring children together or use only local guides they see you do not only do this for money, but also to help. The tourist and local community believe more in your company this way. They see you are bringing people from the community together.

**Carlies:** Do you promote your corporate social responsibility activities so tourist and the local community are more aware of it?

**Interviewee:** No, because I do not want to speak about those activities with my tourist. However, some tourist want to know more about my sustainable and corporate social responsibility activities. When they ask about this, I will explain which activities I perform. Furthermore, I do speak about this with the local community because the community in Puerto Jimenez is very small.

**Carlies:** What kind of benefits of being sustainable and corporate social responsibility practices does your organization notice?

**Interviewee:** The local community did not believe in recycling a long time ago, but nowadays everybody in Puerto Jimenez recycles because of the recycling program with the high school. This program contained to increase the awareness of recycling in the local community. Also, since we started the program to clean the beaches, the beaches stay clean because the local community is aware that the beach in Puerto Jimenez is clean

and appreciate this a lot. Because of the corporate social responsibility activities, we get a lot of positive feedback from the local community.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors which could be useful for Corcovado Experience?

**Interviewee:** I do know some other tour operators which say they have a lot of corporate social responsibility activities. However, I believe they only say they have a lot of activities but do not really practices such activities. I do not know any tour operator which help in the community, I only know tour operators which say they help the community. It could be that they really help the community, but I do not collaborate with them during corporate social responsibility activities, so I cannot say what they do and if their activities are valuable. I do believe that if all tour operators or other organizations in the tourism industry work together, we will accomplish more. If we work together, the impact to help the community will be bigger. We could work together with more or bigger programs and we can combine our forces.

**Carlies:** How does the target group of Corcovado Experience think about corporate social responsibility and sustainability?

**Interviewee:** Some of the tourist want to know more information about the sustainability and corporate social responsibility activities we perform. Some of the tourist even want to know if we have certifications for sustainability and corporate social responsibility. However, not all tourist are aware about this. Some of the tourist just want to enjoy their holidays and just want to do the tours. If I have to divide my clients into care about corporate social responsibility and not caring about corporate social responsibility, only one percent of my clients care about corporate social responsibility. Which is very low in my believe.

**Carlies:** Does Corcovado Experience collaborate with other organizations? What kind of collaborations are they and why does your organization collaborates with them?

**Interviewee:** At the moment we do not collaborate with other organizations. We only collaborate with the high school for the recycling program in June and July for now.

**Carlies:** Do you already have collaborations with non-profit organizations or volunteer organizations? If yes, which organizations are you collaboration with and why? If not, why not?

**Interviewee:** No, we do not collaborate with a non-profit or volunteer organization. To be honest, I have not thought about such collaborations before.

**Carlies:** Would a collaboration with a non-profit or volunteer organization be a possibility for Corcovado Experience? And why or why not?

**Interviewee:** A collaboration with a volunteer or non-profit organization would be a possibility for my organization because I like to help the nature, environment and local community. Also, I would be interested because volunteers want to understand more about the local community, culture and the Costa Rican lifestyle. If they understand more about

this, they can help the community, environment and nature more. If we help the volunteers by understanding it more, they can help us in return. So Corcovado Experience works together with a volunteer organization, we will help the community indirectly. Also, I believe that if we collaborate with a volunteer or non-profit organization, we will receive more clients. This is also a benefit for Corcovado Experience I am interested in.

**Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Corcovado Experience?

**Interviewee:** I believe the non-profit or volunteer organization needs to help the nature and the education in Costa Rica. I find it most important to improve the education and protect the nature because when the education gets improved, the children will have a better future and when the nature is protected, the next generations can experience the nature how we experience it now. That is the reason Corcovado Experience already has some corporate social responsibility activities with education and nature.

**Carlies:** Does the non-profit organization or volunteer organization need specific associations or characteristics when they collaborate with Corcovado Experience? What kind of associations or characteristics?

**Interviewee:** I find honestly the most important characteristics for the non-profit or volunteer organizations. I believe that honest organizations, people believe in your organization. And if people believe in your organization, it will increase your sales and you will receive positive reviews. So if I would collaborate with a honest organization, it will also increase my sales and my positive reviews.

## **Interview 7**

**Carlies:** First I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability certifications for the tourism industry? And can you tell me more about where those certifications stand for?

**Interviewee:** Yes, I do know the Certification for Sustainable Tourism. In fact, we want to earn this certification but are not in the process of the CST certification yet. We first want to investigate how much it will cost and if it is worthwhile before we really try to get the certification. There are too many rules you have to follow to earn this certification. The organization will come to us for an evaluation and rate your water consumption, how we clean our organization, which brand disinfectant we use, the laundry detergent we use, our lifestyle we will have, and many other subjects. If you want the Certification for Sustainable Tourism, they organization will request for a specific brand called Neutral for those products because this brand better for the nature, but it is also more expensive. Furthermore, the process takes a long period of time and it cost also a lot of money. We started the Jaguar Corcovado Tours only one year ago, so we are still a young organization. I will still try to earn the Certification for Sustainable Tourism

because it is very popular in Costa Rica, but it will depend on the costs. The Certification for Sustainable Tourism is for the whole tourism industry. The other certifications I know are the stars for hotels, stars for restaurants and the flags for beaches.

**Carlies:** Can you explain why you would like the Certification for Sustainable Tourism for Jaguar Corcovado Tours?

**Interviewee:** To be honest, I do not know if we need the Certification for Sustainable Tourism because our clients never ask about these kind of certifications, sustainability or corporate social responsibility activities. Our clients do not care about sustainability or corporate social responsibility. The tourist just want to go on a tour for the lowest price. Furthermore, I do not necessary want a certification for sustainability and corporate social responsibility because I find it more important to practice the activities and really be it than having a certification who says it.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** I belief corporate social responsibility and sustainability are very important. It is very important to practice corporate social responsibility and sustainability to help the community where we live and work in to give something back.

**Carlies:** Can you tell me if Jaguar Corcovado Tours has corporate social responsibility activities? And why or why not?

**Interviewee:** We try to help with cleaning the park and help the community on the Osa Peninsula, but we want to do more in the future. However, than we need to collaborate with other organizations. At the Jaguar Corcovado Tours we recycle our trash, even our organic trash by putting it in a whole in the ground so it goes back to the nature. Another thing we do is talking to the community to form more awareness. We want more awareness for recycling, cleaning the nature around us, contact with animals, cutting trees and sea turtles. It is necessary to talk to the people of our community about those subjects, because not everybody realizes how delicate our nature is and that we need to take care of it instead of destroying it.

**Carlies:** Why is corporate social responsibility important or not important for your organization?

**Interviewee:** We need to help our community because we realize that we live in a poor community. Furthermore, the most important work in this community is work with tourists. The community here do not learn enough about their our own nature and environment, and learn no English or other knowledge to work with tourist They are very poor and the only work we have is working with tourists. I still wonder how this is possible.

**Carlies:** And what kind of other corporate social responsibility activities do you have with the tourist you receive at Jaguar Corcovado Tours?

**Interviewee:** Every year we have two or three times a year, depending on the season, programs to clean the Corcovado National Park. During this program we collect the trash from the environment, bins and litter in the park. For this corporate social responsibility activity

we received a certification from the Corcovado National Park last year. We clean up the beaches with other hotels, tour guides and some other organizations. Furthermore, we always advice our clients to bring a plastic back to our tour Corcovado National Park tour for their trash. If they have trash they can put it in the back and throw it away when they are back home.

**Carlies:** What kind of benefits of being sustainable and having corporate social responsibility activities does your organization notice?

**Interviewee:** We do not really promote our corporate social responsibility activities towards our tourist. So if a tourist has questions, we can answer them off course. For us it is most important we feel good about our behavior and activities. I believe it is necessary to help the nature, environment and community around us. Most people of the community in Puerto Jimenez do not care about the nature, environment and community. They believe that what problem the Corcovado National Park has is not their problem, but the problem of the park. So the organizations and people who work with the park do appreciate all the help the park receives, because it is also their income.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors which could be useful for Jaguar Corcovado Tours?

**Interviewee:** I do not think they have other benefits which could be useful for us. We already do the same activities or we would not receive the benefits from their other activities. Maybe they have other activities that I do not know off which have benefits, but I would have to investigate those activities and benefits more. I do not believe an organization with a corporate social responsibility certificate receive more clients because of the certification or because of their activities. I do not believe that everything those organizations promote is true because I do not believe that everything that they do is for the environment or the nature, it is for their income.

**Carlies:** How does your target group think about corporate social responsibility or sustainability?

**Interviewee:** Most of our clients just want to do a tour and do not think about corporate social responsibility or sustainability. Some of our clients do care about corporate social responsibility and sustainability. I think ten percent of our clients care about it..

**Carlies:** Does Jaguar Corcovado Tours collaborates with other organizations? What kind of collaborations are they and why do you collaborate with them?

**Interviewee:** Usually we only collaborate with the Corcovado National Park. We collaborate with them to provide tours to our clients. We do not collaborate with other tour operators because everybody has their own business secret they want to keep from their selves.

**Carlies:** Does Jaguar Corcovado Tours has collaborations with non-profit organizations or volunteer organizations? If yes, which organizations are you collaborating with and why? If no, why not?

**Interviewee:** No, we do not collaborate with a volunteer or non-profit organization. But we do not have any other collaboration because Jaguar Corcovado Tours opened just one year ago. We have never thought about such collaborations before.

**Carlies:** Would a collaboration with a non-profit or volunteer organization be a possibility for Jaguar Corcovado Tours? And why or why not?

**Interviewee:** I would be curious how we could collaborate with a non-profit or volunteer organization. As I said before, I have never thought about it. I do have space for volunteers at my farm in Puerto Jimenez. Jaguar Corcovado Tours is a new organization and it would be a great opportunity to collaborate with such organizations. We would need more information about this opportunity to understand how it would work. I think this opportunity would be interesting because we could help the nature, environment and community, which I find this very important for myself and for my organization. There are a lot of activities we could do together with non-profit or volunteer organizations. They have a lot of projects we can also offer in a tour package for example.

**Carlies:** What would be the important for a non-profit organization or volunteer organization for a collaboration with Jaguar Corcovado Tours?

**Interviewee:** The most important factor for Jaguar Corcovado Tours would be transparent and honesty. I find those two factors most important because we need to trust the organization. Another factor I find important is an organization which is not lazy because an organization needs to be active when they collaborate with us. I find non-profit and volunteer organization which help the local community the most interesting and important. I find it important that the streets and beaches are getting cleaned, painting schools, mowing the grass from the local soccer field, recycling bins in the communities and create more awareness about the nature and environment at schools. There is already a lot of help in the nature, but there is not as much help at communities or in schools. When the community will have a volunteer at a school or in a other way, the people of the community will know she is here. The people from the community do not know there are volunteers at a turtle conservation or in a wild life sanctuary.

**Carlies:** Does the non-profit organization or volunteer organization need specific associations or characteristics when they collaborate with Jaguar Corcovado Tours? What kind of associations or characteristics?

**Interviewee:** The organization needs to help people and wants to help people. I believe it is important our community gets help because some of us can speak a little English, but it is really bad English. We need to speak it for all the tourists we receive and it would be great if we can start a program to improve the English skills in our community. We need to teach the children, not that I do not want to help the adults, but the children have still better brains and more luck for a better future. Helping the community, will help to increase the peoples' luck.

## Interview 8

**Carlies:** I saw Osa Wild has a the Certification for Sustainable Tourism. Can you tell me why Osa Wild earned this certification?

**Interviewee:** We earned the certification because we fulfill a standards of the certification. When we applied, we received a lot of questions, which we all answered. Also, we had to give a lot of evidence to prove we deserved the certification. When the organization of the Certification for Sustainable Tourism visit Osa Wild in 2014, they interviewed the staff, and we went over all the standards. After this visit, the organization evaluated Osa Wild and we earned the certification. A lot of organizations earn after their first evaluation maybe two or three leafs, so it is very special Osa Wild earned five leafs after the first evaluation.

**Carlies:** Are you familiar with other sustainable and corporate social responsibility certification for the tourism industry? If yes, which one?

**Interviewee:** I do not know other certifications for smaller organizations or for the tourism industry.

**Carlies:** Could you tell me why it is important for Osa Wild to have the Certification of Sustainable Tourism?

**Interviewee:** When we started Osa Wild five years ago, we had the idea to start a sustainable and corporate social responsibility orientated organization. We wanted to start an organization which would also help the community and was not only focused on earning money. Back then, we really wanted to prove to our community and clients that we are sustainable and corporate social responsible. Nowadays, everybody claims they have a corporate social responsible, sustainable and green organization. So with the Certification for Sustainable Tourism we can prove that we are truly sustainable and corporate social responsible.

**Carlies:** Can you tell me more what your belief is on corporate social responsibility and sustainability?

**Interviewee:** I believe sustainability and corporate social responsibility is something that you can feel in your heart or you do not feel it. Also, I believe that you have to give something back to the community and environment where you work and live in because you profit from them. We provide tours in the beautiful nature of Costa Rica to our tourist, so therefore we have to give something back to the nature. We have to protect the nature and we make sure that we deserve our income in a sustainable and corporate social responsible way. Osa Wild is not over exploiting the nature, we do earn money with our tours in the nature but we are also protecting the nature and we only have local guides which we educate so they can provide all information the tourist has to know to understand why we need to protect the nature.

**Carlies:** What kind of corporate social responsibility activities does Osa Wild have? And why does Osa Wild has those activities?

**Interviewee:** A lot of people on the Osa Peninsula live in a rural area and have special trees, reserves, etc., therefore they cannot exploit their lands for agriculture. Also, they do not know how they can approach the tourists and sell a tour to the tourists. Therefore, we try to sell tours from the local community to the tourists and not only tours in the national park. We explain the local community, who wants to sell tours on their property, how to do it, support them when they grow and develop, and sell tours to our tourists for their property. Besides tours we also offer hotels which are from local families. We only offer accommodations from local people and not from foreigners. Besides our tours and accommodation, we also try to provide everything real Costa Rican. The food is Costa Rican, tourists will have contact with the local community and of course experience the beautiful and unique nature of Costa Rica.

**Carlies:** Why is sustainability and corporate social responsibility important, or not important for your organization?

**Interviewee:** As I mentioned before, it is very important for us because we benefit from the nature, environment and community. We need to give something back to the nature, environment and community. Also, we believe it is a more honest and fair business because we support the local community. We believe sustainability and corporate social responsibility is not only the right way, but the only way.

**Carlies:** What kind of benefits of being sustainable and corporate social responsibility does Osa Wild notice?

**Interviewee:** The first benefit is the positive feedback we receive from the local community. They are very thankful that we help them and get them involved with the tourists. We feel supported by the local community. The second benefit is maybe more a trend from nowadays. More and more tourists want to travel, accommodate and do tours in a sustainable and corporate social responsible way. They want to support the local communities and the tourists look for us, because they know that we are sustainable and corporate social responsible interest. Most of our clients are aware and appreciate that we have a sustainability and corporate social responsibility policy. Also, a part of the tourist who visit Puerto Jimenez compare the different tour operators in town and book at us because we are more dedicated to sustainability and corporate social responsibility. I can notice the tourist we receive find sustainability and corporate social responsibility very important.

**Carlies:** What kind of benefits of corporate social responsibility do you notice by other organizations or competitors which could be useful for Osa Wild?

**Interviewee:** I do know some organizations are also sustainable and corporate social responsible. However, I believe a lot of those organizations are sustainable and corporate social responsible because it is a trend, it increases the sales and they can promote their Certification for Sustainable Tourism. I do not believe they want to be sustainable and corporate social responsible. If the Certification for Sustainable Tourism did not exist, Osa Wild would still be sustainable and corporate social responsible because it is our

philosophy. A lot of organization just want to make money and do not see it as a way of life.

**Carlies:** Does Osa Wild collaborate with other organizations? What kind of collaborations are they and why does your organization collaborates with them?

**Interviewee:** We collaborate with the national park and with the local community of course, otherwise we could not offer our tours and accommodations. We collaborate only with the local community for our tours and accommodations because we believe we need to help our local community, and the tourist will receive a real Costa Rican experience in this way.

**Carlies:** Does Osa Wild already has collaborations with non-profit organizations or volunteer organizations? If yes, which organizations are you collaborating with and why? If no, why not?

**Interviewee:** Yes, we collaborate a lot with a local Non-governmental organization called ASCONA. For this collaboration, I organize that a group of volunteers come to ASCONA. Those volunteers help ASCONA as much as they can. For example, they help at schools, library, and many other community based activities. Osa Wild also receives volunteers, which are different volunteers we receive for ASCONA. The Osa Wild volunteers will help the rural tourism projects and they help the local community at those project.

**Carlies:** Would new collaboration with a non-profit organization or volunteer organization be a possibility for Osa Wild? And why or why not?

**Interviewee:** Yes, it would be interesting. The rural tourism projects we offer always need help! The local people from those projects do not speak English, do not know how to work with a computer, and many other things. It would be a great opportunity for the rural tourism projects if they could get help from more volunteers.

**Carlies:** And would Osa Wild also be open for a collaboration with a non-profit or volunteer organization in a new a different way than you just described?

**Interviewee:** Yes, definitely. I am very curious how we can collaborate in a new and different way, I would be interested to hear more information about that. I believe helping the community, nature, animals and environment is very important in life. And Osa Wild is always busy with helping. A new way would be interesting for this organization.

**Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Osa Wild?

**Interviewee:** The non-profit or volunteer organization needs to be committed, and the organization, and volunteers, really want to do something. If a volunteer applies for a volunteer opportunity, they need to work and help the community instead of having fun and traveling. This is also for organizations very important, because we are very serious about helping the community and environment. If we will collaborate with another organization, they also need to be as committed as us. They need to show us they want to change and improve the community by hard working. If an organization wants to

collaborate with us, we will ask the organization what they want to gain of this collaboration or what can we offer.

### **Interview 9**

**Carlies:** Are you familiar with the Certification for Sustainable Tourism or other sustainability certifications for the tourism industry? And can you tell me where those certifications stand for?

**Interviewee:** I do know the Certification for Sustainable Tourism. I am trying to get the Certification for Sustainable Tourism for Toucan Travel. I am still in the process to get the certification. I am in the process for several years now. I do not know other certifications for the tourism industry.

**Carlies:** Can you tell me why Toucan Travel wants the CST certification and why your organization deserve one?

**Interviewee:** We wanted the certification because it gives a reward for our sustainability activities. For example, during our tours we try to be as sustainable as we can. However, we might stop with the process of the CST certification. We work a lot to earn the certification and they do not help us at all with the process. Also, the state and national parks do not help us. In other countries the state will help an organization like mine to get more sustainable. In Puerto Jimenez we have minimal six tour operators and they also stop trying to get the Certification for Sustainable Tourism. If we got the certification, we only have a picture which says we are sustainable and corporate social responsible.

**Carlies:** Does Toucan Travel has corporate social responsibility activities? And why or why not?

**Interviewee:** Yes, we do have corporate social responsibility activities. First of all, we recycle our trash. Not only our regular trash, but we also recycle our organic waste by bury it in the earth so it will go back to the nature. We encourage all our clients and suppliers to reduce their environmental footprints. We also check the tours we offer if they are sustainable and corporate social responsible. And we also encourage them to be sustainable, corporate social responsible and to reduce their footprints, for example the type of engine or the gasoline use of our boat tours. Also, I collaborate with Caminos de Osa, which is from the organization called RBA. It wants to boost the competitions along companies and organizations in Costa Rica. Caminos de Osa is an organizations which encourages the social-economic improvement for the community by creating a sustainable tourist destination through cooperation between private, public, academic and non-profit sectors. I believe in those projects because their projects helps everyone. It supports the local community, education and nature. I believe it is important to help everything, so the people, nature and animals. We also support the local high school with donations.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

- Interviewee:** I do think it is very important to be sustainable and corporate social responsible. It is important to do something good for your environment. It is our duty to maintain the beautiful nature around us. It is important that the animals and nature as we know it now, can be seen by our next generations. Furthermore, I believe it is important to help the community we work and live in. We earn our money in their town, so we have to do something back.
- Carlies:** What kind of benefits of being sustainable and having corporate social responsibility activities does Toucan Travel notice?
- Interviewee:** I get very positive feedback from the local community. Also, other organizations on the Osa Peninsula also react positive to our sustainable and corporate social responsible policy. As I see it, the circle goes round at the moment. I meet people we helped 12 years ago with a donation, which have more success now.
- Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors which could be useful for Toucan Travel?
- Interviewee:** I do not believe that organizations receive benefits effects which will also be useful for Toucan Travel. I do not think they will receive more guest because they are more aware of the environment. We do have more corporate social responsible tourism organizations on the Osa Peninsula, however most of them are eco lodges. I know that the tour operator Osa Wild wants to be sustainable, but I do not think they receive more guest because of this. I do not know for sure because I do not know this organization and their clients very well.
- Carlies:** How does your target group think about corporate social responsibility and sustainability?
- Interviewee:** The clients who come here react very positive on our sustainable and corporate social activities. They tell us they like our sustainable and corporate social responsibility policy. However, I think our clients do not visit us in the first place because we are sustainable or corporate social responsible. Also, I do not know if they choose our organization because we have are sustainable and corporate social responsible.
- Carlies:** Does Toucan Travel collaborates with other organizations? And can you tell my what kind of collaborations and why you collaborate with them?
- Interviewee:** We collaborate with the organizations from our tours. We need them, otherwise we could no work as a tour operator. Also we collaborate with RBA and Caminos de Osa which I mentioned before. Because of RBA and Caminos de Osa we can help the community and environment on the Osa Peninsula. But at the moment we do not have a collaboration with another organization.
- Carlies:** Do you already have collaborations with other non-profit organizations or volunteer organizations? Can you explain why or why not you collaborate with those organizations?

- Interviewee:** No, we do not collaborate with a volunteer organization or other non-profit organization. We have never thought about other collaborations with such organizations. We support the local community through the RBA and Caminos de Osa. To be honest, we did not consider to help other non-organizations or to collaborate with them.
- Carlies:** Would a collaboration with a non-profit organization or a volunteer organization be a possibility for Toucan Travel?
- Interviewee:** Yes, it would. Those organizations can help the community on the Osa Peninsula and therefor I find a possible collaboration interesting for Toucan Travel. Those organizations can help our vision to continue the circle I mentioned before. We cannot help the schoolchildren or other members of the community by ourselves. However, if a non-profit organization or volunteer organization and us can help each other to help this community, I would definitely consider such collaboration.
- Carlies:** What benefits do you think Toucan Travel will receive if it will collaborate with a non-profit organization or volunteer organization?
- Interviewee:** I do not believe it will have a direct effect on Toucan Travel. But doing something for the community is important for individuals in general. We do not promote our sustainable and corporate social responsibility activities. Maybe if we do that, it may have more benefits for Toucan Travel. However, our main reason to collaborate with a non-profit organization or volunteer organization would be for ourselves.
- Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Toucan Travel?
- Interviewee:** The most important thing would be honesty because the organization needs to be honest in their business. If Toucan Travel will collaborate with an organization, we need to know if they are doing a good job, they are good organized and do not exploit their volunteers or non-profit status. But the organizations also need to love the nature. I believe loving the nature is very important in Puerto Jimenez. We live and work on the Osa Peninsula, which has the most beautiful nature and jungles of the world if you ask me.
- Carlies:** Does the non-profit or volunteer organization need specific associations or characteristics when they collaborate with your organization? What kind of associations or characteristics?
- Interviewee:** I would definitely stay with honesty, but also transparent. We need to see and know if the organization is honest about their business and towards the outside world. We need to know how it is organized and if we support such business.

## Interview 10

**Carlies:** Are you familiar with the Certification for Sustainable Tourism or other sustainability and corporate social responsibility certifications for the tourism industry? And can you tell what those certifications stand for?

**Interviewee:** Yes, I know the Certification for Sustainable Tourism. Osa Corcovado Tours does not have this certification. I do not know other sustainability and corporate social responsibility certifications.

**Carlies:** Would Osa Corcovado Tours want any sustainable and corporate social responsibility certifications? Could you explain why or why not?

**Interviewee:** We would like to earn the Certification for Sustainable Tourism. We have not tried to earn the certification yet because we were always busy and did not invest time in it and we do not know how we can earn this certification. We will try to earn the certification after the high season because we do not have the time right now to invest time in this process. We would like to earn the certification because we like to work, help and be involved with the environment and local community. We want to help our community, other organizations and environment more, but we do not know how we can help them yet. The certification will also have a bigger impact on our clients and the tourists of the Osa Peninsula. I believe the Certification for Sustainable Tourism will also lead to more benefits. Osa Corcovado Tours wants to be more than only another tour operator which has a Certification for Sustainable Tourism. Another benefit of the Certification for Sustainable Tourism will be receiving more clients who are already focused on sustainability and corporate social responsibility.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** I believe corporate social responsibility and sustainability are very important because everybody and everything should deserve to develop and not only ourselves. The community, nature, animals and environment deserve to develop and grow as well. We need to improve the relationship between the tourists and the community, nature, animals and environment because they need to give something back if they want to use those factors during their holiday. We need to collaborate more with each other, which is not only important for Osa Corcovado Tours, but for everybody. There should be more collaborations between different profit organizations and non-profit organizations to combine our forces. We can help the community, nature, animals and environment more if we work together than if we work all individual. We want to help our community, because we earn our money and we live in this community. We need to give the people from our community something back.

**Carlies:** Does Osa Corcovado Tours has corporate social responsibility activities? Why or why not?

**Interviewee:** We collaborate with the local newspaper, which is free newspaper for the local community. It is a non-profit activity to help the local newspaper because we find it

important that the local people are updated about specific happenings and can communicate with each other. Also, we try to help schools, children, students and other things with support of small donations. We do not have a real plan who we help when and we do not have a budget all the time, but we will help the community if we can. Another activity we have is recycling, which we find very important. I know there are more activities we could do to deserve the Certification for Sustainable Tourism and to become more sustainable and corporate social responsible. Those activities will help the local community, animals, nature and environment. My boss and I want to establish more activities in the future, such as collaborations with organizations and tourists. I know there are different ways to involve the tourists and our clients in sustainability and corporate social responsibility activities. I need to invest more time to develop those activities.

**Carlies:** What kind of benefits of being sustainable and having corporate social responsibility does Osa Corcovado Tours notice?

**Interviewee:** I do not really notice benefits to be honest. I do notice benefits from myself, because when I help others and my community I feel self-satisfied. I do not notice other benefits or receive positive feedback from the community. I do those activities so I feel better about myself.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors which could be useful for Osa Corcovado Tours?

**Interviewee:** I believe those organizations have a lot of benefits because they attract more people. A lot of people search for activities, accommodations and transports which are sustainable and corporate social responsible. I think the activities they perform, and the benefits you receive, would be useful for Osa Corcovado Tours. It would be nice to receive more sustainable and corporate social responsibility tourists.

**Carlies:** How does the target group of Osa Corcovado Tours think about corporate social responsibility?

**Interviewee:** Our target group does not find corporate social responsibility the most important thing in the world. But I believe the tourist who find corporate social responsibility very important, go directly to a tour operator which is also very corporate social responsible. Also, I believe those tourist compare the different tour operators before they come to Puerto Jimenez. The tourists who do not care about corporate social responsibility go to any tour operator. Those tourists just want to do a tour, most of the times for the lowest price, and do not care about the community or nature. Osa Corcovado Tours does not receive tourists who want to be corporate social responsible, or they do not mention it. I hope we will receive them in the future.

**Carlies:** Does Osa Corcovado Tours collaborate with other organizations? What kind of collaborations are they and why does Osa Corcovado Tours collaborate with them?

**Interviewee:** We collaborate together with the local newspaper as I said before. We collaborate with them because we find it important that the local community will be updated about certain happenings. Also, we work together with accommodations and other organizations we need to provide our tours and travels. We also collaborate with a lot of different tour guides which we need for our tours we offer.

**Carlies:** Does Osa Corcovado Tours already collaborate with non-profit organizations or volunteer organizations? If yes, which organizations are you collaborating with and why? If no, why not?

**Interviewee:** We do not collaborate with a volunteer organization, we do support a non-profit organization. It is not really a collaboration. The organization is called Remanso de Paz. This organization helps children and communities which are very poor. They help them by providing lunch and dinner to 25 children every day. They do not have any income, but they ask for donation to the communities on the Osa Peninsula. Osa Corcovado Tours tries to support this organization every two weeks with groceries or with other equipment they ask for.

**Carlies:** Would a collaboration with a non-profit organization or volunteer organization be a possibility for Osa Corcovado Tours? And why or why not?

**Interviewee:** We have never collaborated with such organizations, so I do not know if it is possible. I do not know how we could work together with a volunteer organization. It would be interesting to hear more information about this possibility. Especially since we want to have the Certification for Sustainable Tourism, it is very interesting to research more about this possibility. Osa Corcovado Tours would be open for it and would do everything to make this collaboration work. It would be interesting because we would be more involved with our community and environment. We are very interested to be involved with our community and environment, but we do not have enough knowledge how to practice it in the real life. When the community gets supported, they will grow. If the community grows, we as a tour operator can also grow.

**Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Osa Corcovado Tours?

**Interviewee:** I prefer to work with small organizations because I think they are more transparent than bigger organizations. I find it important that I can see how they work and what they actually do. We are a small organization with a small budget and we do what we can do for the community. I believe the bigger organizations in this area could do more for the community or for the environment with programs to support the nature and community. They promote their corporate social responsibility activities, but the truth is they could do better. Those organizations have two faces because they still buy certain products from outside Puerto Jimenez instead of locally. The bigger organizations do all their tours also outside of Puerto Jimenez and their guests do not see anything from Puerto Jimenez except for the airport. Even the nature tours they have is in their own conservation, not in a conservation of a local community or family.

The local community does not earn and benefit anything of the guests from the bigger organizations. I think they should not earned the certification because of their two faces. I prefer to do little things, like we do at the moment, but it are honest activities.

**Carlies:** Does the non-profit or volunteer organization need specific associations or characteristics when they collaborate with your organization? What kind of associations or characteristics?

**Interviewee:** I would say transparent is the most important factor for Osa Corcovado Tours. It is important we know the other organization. We need to know how it works and what it actually does before we can collaborate with them. The organizations cannot have two faces for a collaboration.

### Interview 11

**Carlies:** First I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** I am familiar with the Certification for Sustainable Tourism. We do not have this certification because it is a lot of work and it takes a lot of time to earn this certification. It is very hard to earn the Certification for Sustainable Tourism. We are still figuring out what we need to change more to earn this certification. It is very hard to earn the five leafs, the organizations which have the five leafs are very sustainable and corporate social responsible. I do not know other sustainable and corporate social responsibility certifications.

**Carlies:** Why would Hotel Brilla Sol wants any sustainable and corporate social responsibility certification?

**Interviewee:** The most important reason is to receive more guests. I think it is even more important in Costa Rica than in other countries because the tourists who visit Costa Rica are very aware of sustainability and corporate social responsibility. If we have this certification, we can promote this certification towards tourists.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** I believe corporate social responsibility and sustainability is very important for everybody on this planet. It is important that we help our community, children and the nature. We need to help each other and make sure that the next generations can experience the beautiful nature as we can experience it today. Also I believe it is good for organizations because it will increase the number of guests. Tourists find it more and more important that organizations are sustainable and corporate social responsible. Tourists compare organizations with each other and choose an organizations based on certifications and corporate social responsibility activities. It is important for organizations to change your hotel activities with this desire. Also, I

believe that tourists think sustainable and corporate social responsibility hotels deliver more quality than hotels who are not sustainable and corporate social responsible.

**Carlies:** Does Hotel Brilla Sol has corporate social responsibility and sustainability activities? If yes, what kind of activities? If no, why not?

**Interviewee:** At the moment we only have the recycling bins. However, sometimes the owner help the children of our community. He helps the children who live in poor families. In December, the owner buys the presents for those children. Sometimes he does this also for high schools in other poor communities. The owner wants to do more for the community and nature in this area. He would like to build a butterfly garden, but it is very complicated to build it. He wants to build a butterfly garden for the children and education in our community. They could learn more about the butterflies and nature of Costa Rica.

**Carlies:** Why is sustainability and corporate social responsibility important, or not important, for Hotel Brilla Sol?

**Interviewee:** We find corporate social responsibility and sustainability very important because we are obligated to help our community and the nature. We are working and living in this community and beautiful nature of Costa Rica. Therefore, it is important we give something back.

**Carlies:** What kind of benefits of being sustainable and having corporate social responsibility activities does Hotel Brilla Sol notice?

**Interviewee:** I do not know if we receive any benefits of our sustainability and corporate social responsibility activities. To be honest, I do not check if we receive benefits and I do not speak with the local community about our activities. I believe tourist find it normal to have recycling bins in hotels, so I cannot say that we receive positive reactions on that as well.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors which could be useful for Hotel Brilla Sol?

**Interviewee:** There are bigger hotels in Costa Rica which have big corporate social responsibility activities. I think other small hotels find it also very hard to have corporate social responsibility activities and the Certification for Sustainable Tourism. I do not know exactly what kind of benefits the bigger hotels receive of their corporate social responsibility activities. Most likely, to receive more guest because of their activities.

**Carlies:** How does your target group think about corporate social responsibility and sustainability?

**Interviewee:** I believe our guest are not very aware of the importance of corporate social responsibility and sustainability. Just a small part of our guests find sustainability and corporate social responsibility important. Most of our guests usually want to enjoy their vacation in Costa Rica and are not aware or busy with corporate social responsibility or sustainability.

- Carlies:** Does your organization collaborates with other organizations? What kind of collaborations are they and why does your organizations collaborates with them?
- Interviewee:** I believe the only collaboration we have is for our tours we provide to our guests. We need to collaborate with rafting organizations or with the Arenal National Park, otherwise we could not offer our tours to our guests.
- Carlies:** Does Hotel Brilla Sol has collaborations with non-profit or volunteer organizations? If yes, which organizations are you collaborating with and why? If no, why not?
- Interviewee:** The owner collaborates with organizations ISL and Vida Volunteer. ISL is a volunteer organization helping in poor communities. Vida Volunteers is also a volunteer organization with dental, medical and veterinary programs in poor communities of Costa Rica. Most of the times, the volunteers stay at Hotel Brilla Sol for a couple of days and then they are traveling further to other cities. Those volunteers are not only here to do volunteer work, but also learn something from the culture in Costa Rica and have a little vacation. The two organizations are our clients, but give them a discount to stay in our hotel and for our restaurant. Sometimes we let the volunteers stay for free in our hotel. We give them a discount because we want to help our community with those volunteers.
- Carlies:** Would a new or other collaboration with a non-profit or volunteer organization be a possibility for Hotel Brilla Sol? And why or why not?
- Interviewee:** We would be interested in this kind of collaboration. It depends on what this collaboration will contains. We already collaborate with ISL and Vida Volunteers, so the new collaboration should be a new kind of collaboration or activity. We are open for new collaborations if it will give Hotel Brilla Sol benefits. Besides our benefits, it is probably also good for the community and nature. It is important to do something for the community, it makes you also feel better about yourself. The owner of this hotel wants to help this area to improve so it will be better. He wants to improve the roads, the entrees, the nature and signs. It is not only good for our hotel, but also for our community.
- Carlies:** What would be important for a non-profit organization or volunteer organizations for a new collaboration with Hotel Brilla Sol?
- Interviewee:** The organizations wants to help the community, children, nature and animals.
- Carlies:** Does the non-profit organization or volunteer organization need specific associations or characteristics when the collaborate with Hotel Brilla Sol? What kind of associations or characteristics?
- Interviewee:** The organization which wants to collaborate with our hotel should be positive and need to be eager to help. Also, they need to be eager to change the community, animals, nature and environment. The organizations need to have an open mind to help and change the community because they have to communicate with different parties. The communication is very important. The organizations need to be positive,

because when you want to improve something like the community, you will have a lot of setbacks. Also, we prefer to collaborate with organization which have a positive attitude instead of a negative attitude.

## **Interview 12**

**Carlies:** First I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** Yes, I am familiar with the Certification for Sustainable Tourism. Hotel Magic Mountain does not have the Certification for Sustainable Tourism.

**Carlies:** Would Hotel Magic Mountain want any sustainability and corporate social responsibility certification?

**Interviewee:** Yes, we found it important to earn a certification for sustainability and corporate social responsibility. With this kind of certification you can establish yourself as an organization which cares about nature, environment, animals and the community. I believe this certification represent the corporate social responsibility and sustainability beliefs of an organization. Most organizations help the environment, nature or the community in a different way. Therefore, I find the Certification for Sustainable Tourism a good initiative. Organizations who deserve the certification because of their good deeds will earn the certification.

**Carlies:** Can you tell me more about your belief on corporate social responsibility and sustainability?

**Interviewee:** Hotel Magic Mountain finds it very important to help and protect the nature, environment, animals and community. Our next generations should see nature of Costa Rica how it is today. We need to make sure they can see it, so we have to protect it. We find it also very important to protect the nature because we benefit a lot of the Arenal National Park.

**Carlies:** Does Hotel Magic Mountain has corporate social responsibility activities? And why or why not?

**Interviewee:** We got a lot of programs to help the nature, environment, animals and local community. For example, parents and children who help the environment by planting a tree, collect the trash out of nature or help with recycling the trash. Also, Hotel Magic Mountain does recycle already the trash. Furthermore, Hotel Magic Mountain donate four to five times a year to some charities, communities or nature. We try to help the environment as well by using natural elements instead of using reducing the methane gasses and carbons for example. We also support an organization which helps orphans in La Fortuna by promotion it to our guests. So our guest help to improve the local community of La Fortuna by donations. An organization comes every month to La Fortuna to give a training to several organizations in this area. During this training we

learn how we can keep up with competitors, how we can improve the environment and how we can improve ourselves. They try to improve the organizations in this area with a bigger program. Unfortunately, our corporate social responsibility activities are not good enough to deserve the Certification for Sustainable Tourism. Hotel Magic Mountain is trying to improve itself and to get more close to corporate social responsibility activities as soon as possible so we can earn the Certification for Sustainable Tourism.

**Carlies:** Why is sustainability and corporate social responsibility important, or not important for Hotel Magic Mountain?

**Interviewee:** We find sustainability and corporate social responsibility very important because we need to protect our nature. I believe that Costa Rica is very up to date with the corporate social responsibility and sustainability activities. This country receives a lot of tourists who are aware of the importance of corporate social responsibility and sustainability.

**Carlies:** What kind of benefits of being sustainable and having corporate social responsibility activities does Hotel Magic Mountain notice?

**Interviewee:** We practice the sustainability and corporate social responsibility partly to feel better about ourselves. We also really want to help the people, environment, nature and local community. We also notice that our guests want us to be corporate social responsible and sustainable. The guest leave comments, reviews and surveys where the guests let us know they find it important. We also receive positive reactions on our corporate social responsibility activities such as our program to protect the environment.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations of competitors which could be useful for Hotel Magic Mountain?

**Interviewee:** The organizations with certifications have a lot of knowledge and experience in being sustainable and corporate social responsibility. They have a lot of activities, and not only recycling. The organizations which have the five leaves, have also more benefits than us. They have one or more certifications, they can prove they are sustainable and corporate social responsible, they receive donations for the activities they perform, they have more guests and they earned a more positive image. Since we become more sustainable and corporate social responsible, we also received more guests and more positive reactions. The image of the hotel improved a little bit and we receive a lot of positive feedback since we become more sustainable and corporate social responsible. And I even expect it will all increase more in the future if we become more sustainable and corporate social responsible.

**Carlies:** How does your target group think about corporate social responsibility and sustainability?

**Interviewee:** I believe a lot the tourists who visit Costa Rica are very aware of corporate social responsibility and sustainability, and find it very important. They appreciate our

corporate social responsibility and sustainability activities, such as the recycling bins. The guest of Hotel Magic Mountain find helping the community also very important.

**Carlies:** Does Hotel Magic Mountain collaborates with other organizations? What kind of collaborations are they and why does Hotel Magic Mountain collaborates with them?

**Interviewee:** We do collaborate with different organizations, but I cannot remember the name of those organizations. The organizations we collaborate with helps children and protects wildlife. We collaborate with those organizations because we want to help our community and the nature of Costa Rica. The two organizations are both non-profit organizations. We help those organization by supporting their programs, we do this mainly with donations.

**Carlies:** And does Hotel Magic Mountain already have a collaboration with a volunteer organization? If yes, which organizations are you collaborating with and why? If no, why not?

**Interviewee:** We do not have a collaboration with a volunteer organization yet. We have never thought about collaborating with a volunteer organization before.

**Carlies:** Would a collaboration with another non-profit or a volunteer organization be a possibility for Hotel Magic Mountain? And why of why not?

**Interviewee:** I would be curious to hear more about this possibility. We are definitely open for new ideas. We are open for it because we want to become more sustainable and corporate social responsible, such collaborations would help us. But it would be definitely be interesting to hear more about this possibility and to know more about the benefits for Hotel Magic Mountain. It would be interesting to collaborate with a volunteer organization because we like to learn more about different nationalities. If we collaborate with a volunteer organization, we will get the opportunity to meet more nationalities via volunteers. A collaboration with a new non-profit organization would also be a possibility, because as I said before, we want to help the community, environment and nature. We could help and benefit from it at the same time.

**Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Hotel Magic Mountain?

**Interviewee:** The most important thing would that the organization and Hotel Magic Mountain both get their satisfaction of the collaboration. If we both are satisfied of the collaboration, it will leave a positive image with our guests and other people. If the guests, other tourists and local community see the positive image of us, they will recommend us to other people. So we may receive more guests indirectly.

**Carlies:** Does the non-profit or volunteer organization need specific associations or characteristics when they collaborate with Hotel Magic Mountain? What kind of associations or characteristics?

**Interviewee:** The organizations should be respectful, transparent and have knowledge about their field of activity. I find those characteristics most important because we and the other

organizations should treat each other with respect and listen to each other wishes. The organization need to be transparent so we can see what kind of work they do and how they do it. If we would collaborate with an organization we need to know this, because it would harm our image if it is a bad organization. Lastly I found it important they have knowledge about their field of activity because we do not have it. We provide them with our knowledge about the tourism industry, with both our knowledge we can help each other.

### **Interview 13**

**Carlies:** First I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** I do not know the Certification for Sustainable Tourism and I do not know other certifications for sustainability and corporate social responsibility. I do know other organizations who have a certification for sustainability or corporate social responsibility.

**Carlies:** Would Arenal Evergreen wants any sustainability or corporate social responsibility certification?

**Interviewee:** We would like to have a certification for sustainability and corporate social responsibility. However, I think it would be very difficult for us to earn this certification. We mainly sell tours, transport and accommodations to our clients. We have never thought to be more sustainable or corporate social responsible as an organization. We do collaborate with organization which treat the environment good and help the community. We search for organization which want to help the nature, animals, environment and local community. Some organizations recycle and other organizations help to pick up the trash in La Fortuna. All the organizations we collaborate with, try to be sustainable and corporate social responsible.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** I believe it is very important to be corporate social responsible and sustainable in the tourism industry. The tourism industry in Costa Rica needs the nature, environment, animals and the local community to survive. The tourist who visit Costa Rica, come to see these elements. The tourism industry needs to help the nature, environment, animals and local community so they can remain as they are today. If we do not help those elements, the work industry in Costa Rica will collapse. If we do the opposite, and help those elements, we can increase the number of tourists in Costa Rica. And if the number of tourists increases, there will be more employment. Everything is connected with each other because employment is connected with tourism and tourism is connected with the nature, environment, animals and local community.

**Carlies:** Does Arenal Evergreen has corporate social responsibility practices? And why or why not?

**Interviewee:** Yes, we have. We go often to the Arenal lake to collect garbage and we participate in a competition at the river. During this competition you have to collect as much trash as you can out of the La Fortuna River, while you sit in a tire, and finish first. A lot of organizations in the area help this competition by donating products and services, which are the prizes you can win. We find it important to help the nature because we benefit from it with our tours. We need to do something back and we do that with this corporate social responsibility activities.

**Carlies:** Could you tell me why sustainability and corporate social responsibility is important, or not important for your organization?

**Interviewee:** The most important reason is the connection between everything as I mentioned before. We need employment in this area and we only can do this with our tourism industry. The tourism industry is based on tours in the nature, environment and local community. So to work here, we need do something back for the nature, environment, animals and local community. We also need to help the nature and environment for our own employment. Tourists do not want to see a river with a lot of trash, or a national park without any animals. We need to make sure that the beautiful nature of Costa Rica stays the way it is for the next generation and for our clients. We do our corporate social responsibility activities not only that we feel good about ourselves, but also to keep our employment.

**Carlies:** What kind of benefits does Arenal Evergreen notice of being sustainable and having corporate social responsibility activities?

**Interviewee:** The biggest benefit we notice, is that we still have our jobs. If the nature was full of trash, we would not receive as much clients as we do now. Also the Arenal Lake is also a used to gain electricity, so we need to maintain the lake in a good condition for our own electricity. We do feel better about ourselves because we help the community, but we also do it for ourselves.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors which could be useful for Arenal Evergreen?

**Interviewee:** The organizations I know which are very sustainable and corporate social responsible, are much bigger corporations. The benefit I notice from those organizations which I would like for Arenal Evergreen, is that they have stronger and better relationships between other organizations which they collaborate with. The organizations which are more corporate social responsible, get more respect from the collaborating organizations. For example, the bigger organizations organize every year a soccer competition to collect school materials and donate it to a small poor school in the area. This soccer game gets a lot of promotion and the local community is involved during the game. I believe they have created a very big impact with the game because the bigger organizations show their corporate social responsibility activities, receives

positive reactions, a positive image, get involvement from the local community and receives more respect from collaborating organizations.

**Carlies:** How does your target group think about corporate social responsibility and sustainability?

**Interviewee:** I believe most of our clients do not know about sustainability or corporate social responsibility because nobody tells them about helping the community or environment. I cannot say if they care or they do not care about corporate social responsibility. Maybe they care about it, but are not aware of it.

**Carlies:** Does Arenal Evergreen collaborates with other organizations? What kind of collaborations are they and why does your organization collaborates with them?

**Interviewee:** We collaborate with a lot of organizations. We need to collaborate with them, otherwise we could not offer our tours, accommodations and transportations to our clients. So our collaborations are mainly to gain profit and that we can continue existing as an organization.

**Carlies:** Does Arenal Evergreen has a collaboration with a non-profit or volunteer organization? If yes, which organizations are you collaborating with and why? If no, why not?

**Interviewee:** We do not collaborate with a volunteer organization. We do work with other organizations which collaborate with volunteer organizations. We also do not collaborate with a non-profit organization. At the moment, we only collaborate with organizations we can use to offer tours, accommodations and transportations to our clients. We have never thought about collaborating with that kind of organizations.

**Carlies:** Would a collaboration with a non-profit or volunteer organization be a possibility for Arenal Evergreen? And why or why not?

**Interviewee:** It would be interesting to collaborate with a volunteer or non-profit organization in the future. We found it very important to help the nature, environment, animals and local community. I would also be interested in how we could collaborate with each other, because we do want to see benefits from this collaboration. Off course we would like to help the world, but we have to receive something for our time and effort we may put in. It would be nice if Arenal Evergreen get more publicity and positive reactions due to sustainability and corporate social responsibility activities. Also the local people may get a more positive image of our organization if we help them with a collaboration with a volunteer or non-profit organization. I believe if we collaborate with such organization we will also feel better about ourselves.

**Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Arenal Evergreen?

**Interviewee:** The most important would be caring about others. They need to care about people and animals, and also want to help them. Also, they need to help the animals and community because we have a lot of street dogs and poor communities which need help in Costa Rica. I find this the most important because we care about people and

animals, if we collaborate with a non-profit or volunteer organization, they need to have the same love. If our collaboration is about helping, we should both help equally. I believe caring and helping animals, people and the nature is a very important part of life.

**Carlies:** Does the non-profit or volunteer organization need specific associations or characteristics when they collaborate with Arenal Evergreen? What kind of associations or characteristics?

**Interviewee:** I would stay with caring. They need to care about the animals, nature, people and environment. They need to give love to those who do not receive it or are poor. We need to help our community who cannot survive on their own. I believe the organizations we may work with, should have the same vision as us about it.

#### **Interview 14**

**Carlies:** Are you familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** Yes, I know the Certification for Sustainable Tourism but Iguana Lodge does not have this certification. I do not know other certifications for sustainability or corporate social responsibility. The Certification for Sustainable Tourism is the biggest and most desired certification in Costa Rica.

**Carlies:** Would Iguana Lodge want any sustainability or corporate social responsibility certification?

**Interviewee:** Yes, we would like to have a certification for sustainability and corporate social responsibility. However, we cannot earn it at the moment because we are in the middle of a lawsuit about a conservation. So we cannot start the process to earn the certification until the lawsuit is over. We have tried to earn it in the past, but we did not earn it at the time. We were not sustainable and corporate social responsible enough. We would like to earn this certification because new tourists who search for a sustainable and corporate social responsibility can find us more easily. It would also give us the opportunity to teach our guests and employees how sustainability and corporate social responsibility is good for the environment, nature, animals and local community. But is very difficult, and it costs a lot of money, to earn the Certification for Sustainable Tourism.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** We find it very important to be sustainable and corporate social responsible. It is very important to help the local community and to protect the animals, environment and nature of Costa Rica. I believe everybody should do it, not only the people but also organizations and the government. We live in this beautiful country with the local

community, so we need to take care of it and protect it. Not only for ourselves, but also for the next generations.

**Carlies:** Can you tell me more why sustainability and corporate social responsibility is so important for your organization?

**Interviewee:** In Costa Rica and especially on the Osa Peninsula, nature is the most important thing. It is the most attractive thing we have in this part of Costa Rica. The nature is very important for not only the local community, but also for the organizations here. The tourism industry depends on the nature of the Osa Peninsula. If the local community and the organizations in the tourism industry start to think about sustainability and corporate social responsibility, it will be good for the environment. It will help a lot if more people start to care about corporate social responsibility and sustainability. I hope eventually everybody will care about corporate social responsibility and sustainability. People have to learn how to treat the nature and environment.

**Carlies:** Does your organization has corporate social responsibility activities? And why or why not?

**Interviewee:** We recycle all our trash and we pay the transportation of our trash to the recycling center in Puerto Jimenez. We want to pay for the transportation because we want to help our community and it will save the recycling center money which they can invest in more employees or other things. Other activity we have, is cleaning the beach next to the Iguana Lodge with all the employees and with the guests. We want to motivate our guests to be corporate social responsible by collecting trash from the beach and in return they get a free drink from the hotel. We want to clean the beach because we want to help the nature and environment. The owners opened the library in Puerto Jimenez years ago and still help them a lot by asking our guests to bring books from the United States, so they can donate it to the library. Also, the owners still pay an employee to work in the library and they provide workshops about recycling and other environmental education in the library. We want to help the children and the local community with the library because we need to educate the children, so we can get the importance of sustainability and corporate social responsibility in the mind of the children. If they understand the importance, they will never forget it and practice it their entire life. We find it important that the next generations have more knowledge about sustainability and corporate social responsibility, so the world we also become and stay a better.

**Carlies:** What kind of benefits of being sustainable and have corporate social responsibility activities does Iguana Lodge notice?

**Interviewee:** We notice that our beach is clean because our employees and guests clean it. Our guests appreciate our concern and activities, and they want to help to clean the beach without even asking their help. Our guests love the nature and they have knowledge about sustainability, corporate social responsibility and the environment. They also find our activity in the library very good and want to help them. We receive a lot of

books from our guests. Our guests help us a lot with our sustainability and corporate social responsibility activities.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors, which could be useful for Iguana Lodge?

**Interviewee:** I think organizations like Lapa Rios receives a lot of benefits of their corporate social responsibility activities but I cannot tell you exactly what kind of benefits they receive. They have a different target group than the Iguana Lodge, so I cannot say if they receive more guests, or that their guests come back to Lapa Rios because of their corporate social responsibility activities. The only thing I do know, is that they promote their corporate social activities a lot, so I think people who are interested in that will go to Lapa Rios for the activities. The Iguana Lodge do not promote our sustainability and corporate social responsibility activities with our guests or before the guests come.

**Carlies:** How does your target group think about corporate social responsibility and sustainability?

**Interviewee:** When the guests arrive here, they ask us about our recycling program, sustainability or corporate social responsibility activities. Most of our guests have the knowledge about sustainability and corporate social responsibility. If a guest wants to throw away a can or a plastic bottle, they ask us where the recycling bins are. We never talk with the guests about sustainability and corporate social responsibility until they are in the hotel, but when they are here, we like to talk and have real conversations with our guests. We talk a lot about recycling, nature, environment, sustainability, local community, animals, and many other subjects.

**Carlies:** Does Iguana Lodge collaborate with other organizations? What kind of collaborations are they and why does your organization collaborate with them?

**Interviewee:** Yes, we collaborate with different kind of organizations. We need to collaborate with them to offer tours, transportations, yoga lessons and other activities to our guests. We also collaborate with the organizations which is in charge of the library. We give this organization the books and donations for the library. She decide if the books are appropriate for the library and checks if the book is already in the library. We want to collaborate with this organization to help the local community and the children.

**Carlies:** Does Iguana Lodge collaborate with a non-profit or volunteer organization? If yes, which organizations are you collaborating with and why? If no, why not?

**Interviewee:** We give sometimes donations to non-profit organizations. In the past, the owners helped the children at high schools. We do not do this nowadays, because we cannot help them at the moment financially. They helped the children to study at an university after high school. The owner of this hotel also volunteered at the high school in town as a English teacher because they did not have a English teacher before. The owners love to help the children and to make sure they have the chance of a better future. We do not collaborate with other non-profit or volunteer organizations.

**Carlies:** Would a collaboration with a non-profit of volunteer organization be a possibility for Iguana Lodge? Why or why not?

**Interviewee:** It would be interesting to hear more about a new collaboration between the Iguana Lodge and a non-profit or volunteer organization. I think it would be interesting because we like to help people, give the children a chance to get a better future, help the environment and nature. We want the children to be good in the future and not get involved with drugs.

**Carlies:** What would be important for a non-profit of volunteer organization for a collaboration with Iguana Lodge?

**Interviewee:** The organizations need to be focused because they need to do their job correctly and take also responsibly of their actions. A non-profit and volunteer organization need to want to do their work, because they should want to help the people or nature. Nobody should make them do their jobs, they need to want it themselves. They need to like the job instead of feeling forced to do it. The organizations also need to be serious about their jobs and be responsible about their actions. If they are not serious, we do not collaborate with them again. Before we will collaborate with an organization, we need to talk a lot with each other to understand each other business and also to see if they are serious enough. We need to know how and why they help the community, nature, environment, etc. and to get all our questions answered. I believe the organizations should be organized to do good business and if they want to collaborate with us.

**Carlies:** Does the non-profit of volunteer organization need specific associations or characteristics when they collaborate with Iguana Lodge? What kind of associations or characteristics?

**Interviewee:** I would stay with focused and serious. As I explained before, I believe it is very important an organization needs to do their job correctly and need to like the job they are doing. We would like to collaborate with a non-profit or volunteer organization, but they should also want to collaborate with us. We both need to be focused and serious to accomplish as much as we can.

## **Interview 15**

**Carlies:** First of all, I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** Yes, I am familiar with the Certification of Sustainable Tourism. It seems to me most organizations are only interested in making more money than in helping the environment, local community or nature. I do not know other certifications.

**Carlies:** Does Adventure Inn has a sustainability or corporate responsibility certification? Which one? And why or why not?

- Interviewee:** We do not have the Certification for Sustainable Tourism. We have never tried to earn this certification to be honest. I know the process is very difficult and cost a lot of money. Also, I found the Certification for Sustainability rather disappointed because it seems your rating determines on how much you pay.
- Carlies:** Would Adventure Inn wants any other sustainability or corporate social responsibility certifications? Why or why not?
- Interviewee:** It would always be nice to have a certification, however I do not think it matters too much if you have one or not. I believe not many tourists place a lot of emphasis on these ratings, maybe only a few tourists.
- Carlies:** Can you tell me more about your belief on corporate social responsibility and sustainability?
- Interviewee:** I believe corporate social responsibility and sustainability are very important to us. We always tell our guests to minimize their impact, so the physical, natural, cultural and economic settings stay indigenous. I do not think the tourists are a major problem for the environment, nature and local community. I believe tourists tend to have a better understanding of what is good environmental practices than the ignorant masses.
- Carlies:** Does your organization has corporate social responsibility activities? And why or why not?
- Interviewee:** I am a graduate environmentalist, so I found it important that we recycle, use biodegradable cleaning products, we post an environmental creed in each room, we are on town sewers so we have no choice where the toilets flush to. However I do those activities because it is important to me to do something good for the environment, not for certain stars of leafs.
- Carlies:** Why is sustainability and corporate social responsibility important for your organization?
- Interviewee:** I found it important to be sustainable and corporate social responsible to help and protect the environment, nature and local community. I find it important for myself, especially because I am a graduate environmentalist. However, it seems to have a government overtone, I don't trust anyone, there is too much corruption in Costa Rica, it's often not what you do but more who you know.
- Carlies:** What kind of benefits of being sustainable and having corporate social responsibility does Adventure Inn notice?
- Interviewee:** I do those activities mainly for myself and not for my tourists. I do not believe I will receive more guests if I promote my sustainable and corporate social responsibilities. The only benefit I do notice of my actions are some positive reviews on Tripadvisor.
- Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors which could be useful for Adventure Inn?

- Interviewee:** To be honest, I do not research how my competitors work or waste my time on their corporate social responsibility activities. I would not know what kind of activities they would have and if they are successful or not.
- Carlies:** How does your target group think about corporate social responsibility and sustainability?
- Interviewee:** I believe that my guests do not find corporate social responsibility and sustainability very important in general. I wonder myself why ecotourism is so important and why non-environmental practices of the local population is not. I would like to see more involvement between the tourists and local community. I believe there is more than only sustainability. I wish tourists would care more about corporate social responsibility, but I am afraid they have not got the knowledge about this. I believe the tourism industry can have an influence on the local community, but they have to listen to the wishes of their guests.
- Carlies:** Does your organization collaborates with other organizations? What kind of collaborations are they and why does your organization collaborates with them?
- Interviewee:** I have not many collaborations. I only collaborate with organizations I have to collaborate with those organizations so I can offer tours, golf packages, transportations and rental cars to my guests.
- Carlies:** Do you already have collaborations with a non-profit or volunteer organization? If yes, which organizations are you collaborating with and why? If no, why not?
- Interviewee:** I do not have a collaboration with a volunteer or non-profit organization. To be honest, I have never thought about any collaboration because I associate it with less profit. However, I do give a discount to volunteers who stay at Adventure Inn. This is not something organized with a volunteer or non-profit organization.
- Carlies:** Would a collaboration with a non-profit or volunteer organization be a possibility for Adventure Inn? Could you explain why or why not?
- Interviewee:** I am a very critical person, so a non-profit or volunteer organization has to come up with a very good plan if I would collaborate with them. The bottom line is I need to fill rooms to make a profit. Also I am already doing what I can to help the environment, and educate people. My Adventure Inn is a business and the pressures of paying taxes and wages and electricity and keeping guests happy is infinitely more important than doing something for the environment, nature or local community.
- Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Adventure Inn?
- Interviewee:** The most important thing for me is that I still can fill my rooms and let me make a profit to survive. I would like to help the environment and local community, but I found it more important to survive for myself at the moment. So if there is a non-profit or volunteer organization which wants to collaborate with me, they have to come with an innovative idea, which also means more profit for me.

**Carlies:** Does the non-profit or volunteer organizations need specific associations or characteristics when they collaborate with your organization? What kind of associations or characteristics?

**Interviewee:** The most important thing for me would be making profit for my organization. If the volunteer or non-profit organizations can manage that, I would collaborate with them. I like to help the environment and local community, but as I said before, I found it more important to survive for myself.

## Interview 16

**Carlies:** First I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** No, I am not familiar with the Certification for Sustainable Tourism. I do not know another sustainability or corporate social responsibility certifications. We are just a small bed and breakfast, and to be honest, we are not that involved with certifications.

**Carlies:** Would your Casita Corcovado want any sustainability or corporate social responsibility certification? And can you explain why or why not?

**Interviewee:** I do not know if I would like a certification for sustainability or corporate social responsibility because I am not sure where does certifications stand for. First, I should learn more about those certifications about the content, costs, benefits, etc. before I would apply for one. I find sustainability and corporate social responsibility very important, so I believe I should invest more time in this possibility.

**Carlies:** What is your belief on corporate social responsibility and sustainability?

**Interviewee:** I believe it is not just important, it is very important. However, to gain the most out of sustainability and corporate social responsibility, I believe we must work together. Sustainability and corporate social responsibility are necessary because otherwise we would not be able to continue to live in this beautiful world. We need to help the local community, animals, environment and nature of Costa Rica.

**Carlies:** Does your organization had corporate social responsibility activities? And why or why not?

**Interviewee:** We want to help the environment with our organization. Therefore, we do apply proper waste management, recycle, compost our organic trash, and some more activities. We choose to compost our organic trash instead of burning it because of the released substances. On our property, we also have recycling bins for our guests. We educate our guests to use the recycling bins and why we find it important to do that. Furthermore, we provide filtered water so the guests do not have to buy a lot of plastic bottles. Also, we have a proper and new septic system and we collect rainwater which we use for our house if it is available. And the last activity we have is the cold water

showers, only if a guest demand on hot water, we provide it. Also, we pick up the trash once a week for one year now. We pick up the trash in our community and bring it to the recycling center. Not everyone in de local community is aware of the importance of recycling or is able to do it. We do not have other activities concerning animals, nature or the local community yet. We find it important, however we do not know how to do it and when.

**Carlies:** Why is sustainability and corporate social responsibility important for Casita Corcovado?

**Interviewee:** We love the beautiful nature of Costa Rica and the environment we live in. I believe it is important to protect and take care of the nature and environment so that our children and grandchildren can experience it one day. If we do not protect is via corporate social responsibility and sustainability, I am afraid the world will be very different than it is today. It is already changing a lot, therefore we have to help where we can. Unfortunately, we cannot do this individually and it makes us collaborate with each other. And I remember we live in a world where working together can be very difficult.

**Carlies:** What kind of benefits of being sustainable and having corporate social responsibility does Casita Corcovado notice?

**Interviewee:** The activities we practice is to continue living in the beautiful Costa Rica as it is today. We do it for ourselves, the local community and the future tourist who want to see and live in this sustainable area. Also we receive positive reviews of our corporate social responsibility activities from our guests and they appreciate we are concerned about the environment and take actions. Also, most people in our community appreciate we pick up their garbage and bring it to the recycling center because not everybody is able to do it or they are annoyed about the trash of others.

**Carlies:** What kind of benefits of corporate social responsibility activities do you notice by other organizations or competitors which could be useful for Casita Corcovado?

**Interviewee:** We do not have a lot of competitors in the area which are very corporate social responsible. I do know Lapa Rios, this organization receives a lot of guests because they have their own conservation and other sustainable and corporate social responsibility activities. I appreciate the activities of this organization because it helps us to maintain the current environment. I believe they receive a lot of guest because they promote a lot of their sustainability and corporate social responsibility activities. This benefit I would definitely want for Casita Corcovado, however we do not have the financial budget as Lapa Rios. This organization is very big and receive a lot more guests than us. If we had a bigger budget, I would also provide more corporate social activities and promote them. However, we keep on trying and improving our corporate social responsibility activities.

**Carlies:** How does your target group think about corporate social responsibility and sustainability?

- Interviewee:** Our guests just want to spend their vacation at our bed and breakfast or they just want to sleep before they go to the national park. We do not promote our corporate social responsibility activities towards our guests, because I believe they are not looking for this. If we talk to our guests when they stay at us, they appreciate we have sustainability and corporate social responsibility activities.
- Carlies:** Does your organization collaborate with other organizations? What kind of collaborations are they and why does your organization collaborates with them?
- Interviewee:** We have collaborations with other organizations so we can offer different tours to our guests. We want to provide this service to our guests because I believe it is better for our image.
- Carlies:** Does Casita Corcovado already has collaborations with non-profit or volunteer organizations? If yes, which organizations are you collaborating with and why? If no, why not?
- Interviewee:** We do not collaborate with a non-profit or volunteer organization. We are just a small organization and I believe we do not have much we can offer to those organizations. Maybe if we were a bigger organization, we would collaborate with a non-profit or volunteer organization.
- Carlies:** Would a collaboration with a non-profit or volunteer organization be a possibility for Casita Corcovado? Can you explain why or why not?
- Interviewee:** Maybe it would be a possibility, but I have not got enough information about this possible collaboration to decide right now. If a non-profit or volunteer organization wants to collaborate with us, we would be open for it because we love to help nature, environment and local community.
- Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Casita Corcovado?
- Interviewee:** The non-profit or volunteer organization needs to be organized. If an organization wants to collaborate with us, we need to know if we can trust them and if they do good business. We have some expectations, like keeping their appointments, work with structure and understand what is going on in your organization.
- Carlies:** Does the non-profit organization or non-profit organization need specific associations or characteristics when they collaborate with Casita Corcovado? What kind of associations or characteristics?
- Interviewee:** I will stay with good organized. I have seen enough organizations which are not good organized and it is really annoying. They do not know how to run a business, and if we collaborate, it will affect our organization.

### **Interview 17**

**Carlies:** First I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** Yes, we are familiar with the Certification for Sustainable Tourism. I do know other corporate social responsibility and sustainability certifications, but I cannot remember the names of those certifications. They can also be earned by organizations, but this certification is not that big and popular in Costa Rica as the Certification for Sustainable Tourism.

**Carlies:** Does Costa Rica Expeditions have a sustainability or corporate social responsibility certification? Which one and why? Or why not?

**Interviewee:** Costa Rica Expeditions does not have any certification. We do not have any certification because we find it more important to be sustainable and corporate social responsible, instead of wasting our time in the process of getting a certification and just using it for our marketing. We still believe and follow a statement our founder Michael S. Kaye once said: We focus on sustainability for its own sake rather than as a marketing tool. We do not participate in dubious certifications or carbon offset schemes.

**Carlies:** Can you tell me more why Costa Rica Expedition does not want any sustainability or corporate social responsibility certifications?

**Interviewee:** We do not want any kind of certification that implies dealing with government of private time and money demanding bureaucrats. We rather spend funds in salaries, social projects or doing sustainable and corporate projects in our hotels, communities or office. As I said before, we found it more important to be sustainable and corporate social responsible instead of wasting our time and money in the process of just getting such certifications.

**Carlies:** What is your belief in corporate social responsibility and sustainability?

**Interviewee:** We believe in corporate social responsibility and sustainability, however we are not publishing it in order to use it as a marketing tool. We find it very important to help factors as our community, the nature, animals and environment. We benefit from those factors in our organization with our tours, therefore we find it important to do something back. We have to make sure we protect and help the nature, environment and animals, so our next generations can still see it for themselves. If guests or other organizations ask about our corporate social responsibility and sustainability beliefs and activities, we will of course explain it clear and ample to them.

**Carlies:** Does Costa Rica Expedition have corporate social responsibility activities? And why or why not?

**Interviewee:** Yes, we have corporate social responsibility activities at our organization. We have those activities because we believe it is important to help the local community, environment, nature and animals. Firstly, we are a responsible employer because all

employees receive social security, salaries above law minimum, profit sharing program for employees who work for longer than six months at our organization, vacation and Christmas bonuses. We try as much as we can to use only local personnel from the area where our lodges are localized. Furthermore, we provide technique refreshment, CPR, First Aid, prevention and firefighting training for our local guides, captains and personnel of the lodges. Furthermore, we have a low growth policy for our lodges to help our local community. We were part of the Fundación Tortuguero which helps the local community of Tortuguero. For example, build a Children Center and Nursery, remodel areas, build restrooms at schools, build soccer facilities, teach English, and build a bridge to the National Park. Our guest can teach local children English via a program of this foundation. We supported this program because we find it important to help our community. We also collaborate with Earth Equilibrium, to support the community of San Francisco de La Boca with donations from our guests. Furthermore, we have a solar energy system for heating water, we use regular salt instead of chlorine in our swimming pool, we recycle our trash, we send our recycled trash to the recycling center and we use biodegradable and environmental friendly products like soap detergents and cleaning proudest. If we need to fumigate the hotel, we only use environmental friendly and biodegradable products. Furthermore, all of our boats have four-stroke engines, we collect the oil from the boat engines to process in San Jose and we take out our used oil from the kitchen to be turned into Bio diesel. We encourage our guests to turn off the lights in their room if they it is not necessary to save energy and we only wash their towels and sheets every other day to reduce the use of water and energy. Finally, we own a conservation with old forest growth and secondary growth as a reserve. We contribute with our reserve with local programs of research, for example bird watching and sea turtle conserve.

**Carlies:** Can you explain why sustainability and corporate social responsibility is important for your organization?

**Interviewee:** We find it very important because we want to do the things better in our world. We want to support our environment, employees, animals, nature and communities. We need to help so the world can become a better place. It is our belief that we need to help those factors. We do not live alone on this planet, you have to take care about all the other factors.

**Carlies:** What kind of benefits of being sustainable and having corporate social responsibility does Costa Rica Expedition notice?

**Interviewee:** The main benefit we notice is our very happy stable staff and they proud to be a part of Costa Rica Expedition. Another benefit is the good relationship between Costa Rica Expedition an adjacent organizations. We also notice that the people that seek for us to work, usually know us well and really want to join our organization. The last benefit we notice is the satisfaction of knowing that you are doing your best to improve the community and environment.

**Carlies:** What kind of benefits of corporate social responsibility do you notice by other organizations or competitors which could be useful for Costa Rica Expedition?

**Interviewee:** To be honest, I have no idea at the moment. We do compare ourselves with other organizations and competitors. We only want to help our community and environment while we sell our tours and accommodations. We find that more important than a research about the benefits our competitors receive.

**Carlies:** How does your target group think about corporate social responsibility and sustainability?

**Interviewee:** I have no idea how our target group thinks about corporate social responsibility and sustainability because we do not advertise it or use marketing strategies. Only 10 percent of all our guest apply to teach English In Tortuguero. We investigate with our other lodges that the number of guests who desire an organization with a certification is minimum. At the end, tourists compare organizations based on cost and quality instead of the sustainability and corporate social responsibility activities or an organization.

**Carlies:** You mentioned before you collaborate with Foundation Tortuguero and Equilibrium. Does your organization collaborate with other non-profit organizations or volunteer organizations? And why do you collaborate with them?

**Interviewee:** Yes, we also collaborate with Foundation Proparques. It is a non-profit organization just like Equilibrium and Foundation Tortuguero. Foundation Proparques is a organizations which identify, research and implement the sustainability of national parks on long term. [earthquilibrium.org](http://earthquilibrium.org) is an organization has projects how we can live more friendly on our planet. Foundation Tortuguero support our local community. We collaborate with them because we found it important to help them. We want to help our local community, other poor communities and our beautiful environment. As I mentioned before, we find it very important to help so the world can become a better place. We collaborate with those organizations without expecting to receive any benefits. We only collaborate with them to help our world. We do have the benefit of managing and canalizing of guests' donations into community related projects due to our collaborating with Equilibrium.

**Carlies:** Would a collaboration with a new non-profit organization or volunteer organization be a possibility for Costa Rica Expedition? And can you explain why or why not?

**Interviewee:** It would be a possibility, but we do already collaborate a lot with other organization. I would find it interesting to hear what our collaboration can accomplish and what we could achieve for the environment, nature and communities.

**Carlies:** What would be important for a non-profit or volunteer organization for a collaboration with Costa Rica Expedition?

**Interviewee:** I found it important the organizations are transparent, not tons of bureaucratic employees and is not involved with governmental projects. If a volunteer organization

wants to collaborate with us, it would be a possibility. However we have certain beliefs and values. We do not believe 20 unskilled students should build a classroom in a community where there are also 20 jobless skilled locals watching. It would be better if we could be the skilled locals and provide more jobs. For medical doctors, surgeons, ophthalmologists, dentists, etc. it would be a different story. Their skills are needed in our community and will lead to direct benefits for our members of the community. We believe in this kind of volunteer tourism. If you can offer us a new collaboration, we are open for new ideas. I would be curious to that.

**Carlies:** Does the non-profit or volunteer organization need specific associations or characteristics when they collaborate with Costa Rica Expedition? What kind of associations or characteristics?

**Interviewee:** They need to be transparent, not tons of bureaucratic employees and is not involved with governmental projects. We want a honest collaboration, without any governmental parts. We want a transparent collaboration, so that we know with what kind of organization we collaborate with.

#### **Interview 18**

**Carlies:** First I would like to know if you are familiar with the Certification for Sustainable Tourism or other sustainability or corporate social responsibility certifications? Could you also explain to me where those certifications stand for?

**Interviewee:** Yes, I know the Certification for Sustainable Tourism. I do have a lot of certifications and awards, but they are not all for sustainability and corporate social responsibility.

**Carlies:** Does GAIA Hotel & Reserve has corporate social responsibility or sustainability certifications? Which one and why? Or why not?

**Interviewee:** Yes, GAIA Hotel & Reserve has earned the four leafs of the Certification for Sustainable Tourism. We are very aware of corporate social responsibility and sustainability, for example cultural programs, programs against drugs and programs to release scarlet macaws. We have a lot of different programs to help the community and environment.

**Carlies:** Why want GAIA Hotel & Reserve any corporate social responsibility and sustainability certifications?

**Interviewee:** We find it very important to earn certifications because our corporate social responsibility and sustainability activities receive the appreciation they deserve. Also we can distinguish ourselves from our competitors who do not have a certification and/or corporate social responsibility activities.

**Carlies:** What is your belief on corporate social responsibility?

**Interviewee:** I find it essential for an organization, or individual, to be sustainable and corporate social responsible. We must adapt to the principles of sustainability and corporate social responsibility. Not only in a organizations, but also in the households. We find it

important to help the environment and community. Our hotel is located in the beautiful nature of Costa Rica and it is our duty to protect it. We find it also our duty to help our local community since we profit of their environment.

**Carlies:** Does GAIA Hotel & Reserve has corporate social responsibility practices? Why or why not?

**Interviewee:** We have corporate social responsibility practices because we want to decrease our potential impacts of our organization. We have the program against drugs, we collaborate with this project because everybody deserve a good and healthy future. The local community with problems can visit our weekly AA meetings in our hotel. We educate them the health risks and other disadvantages of drugs. Also, we have a program to release the scarlet macaws. This program is authorized by the MINAE, the Ministry of Environment and Energy in Costa Rica. During this program the macaws can recover and we release them back in the nature if they are strong enough to survive in the wild nature. Because of the MINAE, we were able to build an incredible cage for the macaws. At the moment, we are in the process for a new building for the macaws in Carara in Costa Rica.

**Carlies:** Why is corporate social responsibility important for GAIA Hotel & Reserve?

**Interviewee:** Corporate social responsibility is not just important for GAIA Hotel & Reserve, it is our way of doing business. Our believe is that there is no other way to do business. As I said before, we find it very important to help our community and environment because we profit and benefit from it.

**Carlies:** What kind of benefits of being corporate social responsible does GAIA Hotel & Reserve notice?

**Interviewee:** We notice we reduce our business impact on our community, environment and conservation. We feel better about ourselves when we help these factors. We do not promote our corporate social responsibility activities because we find it more important to invest all our time in practicing corporate social responsibility activities. If our guests want to know more about our awards and certification, they can find it on our website. That is the only promotion we have.

**Carlies:** What kind of benefits of corporate social responsibility practices do you notice by other organizations or competitors which could be useful for GAIA Hotel & Reserve?

**Interviewee:** It would be a nice benefit for GAIA Hotel & Reserve to have access to target groups which find sustainability and corporate social responsibility important. If we want relevant information of this target group we should maintain it in an organized system. We would like to receive more guests who find corporate social responsibility and sustainability the key element.

**Carlies:** How does your target group think about corporate social responsibility?

**Interviewee:** We believe corporate social responsibility is more a business vision, which is especially important in the tourism industry. However, we are also a five star hotel with a lot of

luxury. We receive a lot of guests who wants to enjoy their vacation in our luxurious hotel with high service. We receive positive response from our guests if they see how corporate social responsible we are. However, as I said before, we do not promote our activities. Therefore, I believe not all of our guests are aware of our corporate social responsibility activities.

**Carlies:** Does GAIA Hotel & Reserve collaborates with other organizations? What kind of collaborations are they and why does your organization collaborates with them?

**Interviewee:** We collaborate with TITU Conservation Alliance and COPAZA. TITU Conservation Alliance is an organization with members who are responsible, aware and dedicated citizens and organizations on the Central Pacific region of Costa Rica. Our reserve is a project of TITI Conservation Alliance because we find it important to protect the endangered squirrel monkeys in our reserve. COPAZA is an organization which wants to raise awareness to improve the community in alternative ways and we support them because we want to help the environment. We support their visions like gender equality, non-discrimination, alternative conflict resolutions, generational perspective, participation of civil society and sustainability in the environment.

**Carlies:** Does GAIA Hotel & Reserve has other collaborations with non-profit organizations or volunteer organizations? If yes, which organizations do you collaborate with and why? If no, why not?

**Interviewee:** No, at the moment we only collaborate with TITI Conservation Alliance and COPAZA. GAIA Hotel & Reserve does donate frequently to other organizations which ask for our help. If organizations need help, they can always ask us because we want to help our community and environment. We always try to donate money to different organizations so everybody receives our help.

**Carlies:** Would a new collaboration with a non-profit or volunteer organization be a possibility for GAIA Hotel & Reserve? Can you explain why or why not?

**Interviewee:** It would be interesting to hear more about a new collaboration between a volunteer or non-profit organizations. Most of the times we do not receive benefits when we collaborate with those kind of organizations. Therefore, we find it important to hear more about this collaboration before we agree to it. However, we are always open for new collaborations. Especially, if we can help the environment and local community.

**Carlies:** What would be important for a non-profit organization or volunteer organization for a collaboration with GAIA Hotel & Reserve?

**Interviewee:** The have to be well organized because we want a clear collaboration. We need to know the organization is consequent in their actions and know where their business is about. We do not like unorganized organizations because in the past we had some disappointments with that kind of organizations. We have learned from it, and want to know that we can trust this organizations and that we know what we can expect from the organization.

**Carlies:** Does the non-profit or volunteer organization need specific characteristics or associations when they collaborate with GAIA Hotel & Reserve? What kind of characteristics or associations?

**Interviewee:** The non-profit and volunteer organizations needs to be engaged to their objectives and need to have respect for the world and for others. If they are not engaged, I believe they could do a better job. You have to help because you want to help.

Please click [here](#) to return to 3.3 Data analysis process.

## Appendix 3: Axial coding interviews

### Interview 1

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Has five leafs of CST</li> <li>• Based on conservation, education and local community.</li> <li>• Follow guidelines</li> </ul>	From the very beginning of Lapa Rios, the owners thought about doing this together with the local community, and they decided to do it based on conservation, education and local community. The reason we have the Certification for Sustainable Tourism is because we are following the guidelines. The Certification for Sustainable Tourism is based on four fundamentals and Lapa Rios apply and do all these fundamentals in our operation. Since the second evaluation we always had the five leafs which is the maximal standard and means that a minimum 90% is scored of the Certification for Sustainable Tourism standards.
	<ul style="list-style-type: none"> <li>• CST recognized in Costa Rica</li> <li>• Part of ZEIT foundation</li> <li>• Rainforest Alliance</li> <li>• Certification carbon neutral</li> <li>• Miss a global and worldwide certification</li> </ul>	In Costa Rica CST is definitely the one certificate which is recognized. There are other ones, for example Rainforest Alliance. Also, there are a lot of ICO certifications and different standards to identify being carbon neutral. I miss a certificate which is global and worldwide to have one same standard for all the different countries in de world. Lapa Rios is also part of the ZEIT foundation which has a program to measures the sustainability of lodges all over the world.
	<ul style="list-style-type: none"> <li>• Lose a person in the administration part</li> <li>• Only a better and more global than CST</li> <li>• Have Blue flag</li> </ul>	We would like to have other certifications, but you will lose a person in the whole administration part. We would rather like to have that one person work with the local community. So, if there is a certification which is much better than CST and is more global, we would apply for that certification. So we are doing these two certifications and also the blue flag certification in Costa Rica, which is focused on climate change. So in total having three certifications is more than enough I would say.
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Correct and only way</li> <li>• Protecting for next generations</li> </ul>	Lapa Rios beliefs that corporate social responsibility and sustainability is the correct way to do things and even the only way to do things. Sustainability is all about protecting the same resources to have it for the next

	<ul style="list-style-type: none"> <li>• Teach about our valuable rainforest</li> <li>• Community, hotels and other enterprises has to be co-responsible</li> <li>• Economic progress</li> <li>• Need sustainable community for sustainable organization</li> </ul>	<p>generations. And teaching people that rainforest left standing is more valuable than one cut down, which is a destination to go to, to learn, to see and to experience, that we will have this 50 or 100 years still standing. It has to be a co-responsibility of the community, hotels and all other enterprises of the community and around us, so you can really be a part of it and see the value of this area. I believe that if hotels have a roll in this process, they will have a better understanding about the importance of conservation which brings economic progress towards the community and hopefully a wealth which can be spread. The believe of Lapa Rios and Management Company is to hire locals, train locals and to buy as much as we can from locals to make sure the wealth is spread in the community, because I believe you cannot have sustainability or a sustainable lodge in an unsustainable community.</p>
	<ul style="list-style-type: none"> <li>• Very important because it is a part of our organization</li> <li>• CSR of tourism can always be improved</li> <li>• It is a root problem</li> <li>• Next generation is more aware of the problem</li> <li>• Bad habits</li> <li>• Improve specific community problems</li> </ul>	<p>We find sustainability and corporate social responsibility very important because they are a part of Lapa Rios. I believe the tourism organizations on the Osa Peninsula can definitely improve their CSR and sustainability activities and it can always be improved. The thing is, it is a root problem. Our grandfathers used to go hunting and it is very difficult to convince someone like my grandfather that hunting is wrong. I think that the new generation do not need to hunt anymore for food, therefore I believe that the new generations feel the treats towards nature and they are more aware of the problem. But I do also believe that there are a lot of bad habits which are difficult to change because there are still a lot of problems with illegal hunting and illegal wood cutting. But we also got more specific community problems, for example the proximity of a lot of our houses, the community towards the mangroves, the treatment of grey waters and the waste.</p>
	<ul style="list-style-type: none"> <li>• Some customers wants to visit the school or volunteer</li> <li>• Most customers are conscious</li> </ul>	<p>Lapa Rios has got guests who know they want to visit the school we help. The guests would like to meet the children and they want to be a part of it. We also got families who come to us and ask if they can do volunteer work, because everywhere where we are, Lapa Rios got volunteering. In general, we have very conscious guest,</p>

	<ul style="list-style-type: none"> <li>• Customers who do not care may leave donation</li> </ul>	and some guest do not care about it. But on the other side, they might leave a donation when they leave.
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Hire and train locals via program to become next leaders and managers</li> <li>• Internship high school students</li> <li>• Collaborates with Earth Equilibrium to help children and schools via donations</li> <li>• Support local artists</li> </ul>	One activity Lapa Rios perform is hiring and training locals. We have program, where people will start their career at the bottom of the organization, for example housekeeping or in the kitchen, and if they got the interest and ability to learn they can move up the ladder. So it is not always hiring people from outside to do the important jobs here, but we want to train locals to be the next leaders and managers by investing in the people of this community. Another program Lapa Rios has is with high school students. During their internship they are a part of our organization and they get the opportunity to see how a hotel works. Education has always been one of the pillars of the Lapa Rios organization. Right now we are collaboration with a foundation called 'Earth Equilibrium' and Lapa Rios is helping this program by collecting funds through our guest, which are big donations, to help different rural schools every year and organize summer camps to educate environmental education. Lapa Rios also want to support the local community by buying the products from local farmers and we have a stand in our hotel where local artist can sell their products every evening and we do not charge them for anything. It is a local project where the community has the opportunity to benefit from our guest as well.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Part of our organization</li> <li>• Receive a lot of benefits</li> <li>• Customers feel good</li> <li>• All staff feel proud</li> <li>• Well positioned in the community</li> </ul>	We notice a lot of benefits of being corporate social responsibility because it is a part of our organization. I do not think our guest do not only book at Lapa Rios because we corporate social responsibility, but I think the guest feel good about themselves if they stay in a place like this when they hear about these kinds of programs. All staff members feel proud of what Lapa Rios does and this is very important. So being responsible, being transparent about these kind of things and being well positioned in the community is definitely a benefit.
	<ul style="list-style-type: none"> <li>• Organizations are mostly CSR</li> <li>• Very aware area</li> </ul>	Beside Lapa Rios, there are a lot of organizations in this region who do a great job at being corporate social responsibility, such as Luna Lodge, El Remanso, Bosque

	<ul style="list-style-type: none"> <li>• Research practices of organizations worldwide</li> <li>• Implement projects of organizations at Lapa Rios</li> </ul>	<p>del Cabo, and many more. The Osa Peninsula is a region which is very aware about the protection of our environment. Besides the ZEIT foundation, we look at other organizations worldwide and look at their activities all over the world. Developments of other organizations are always interesting to look at and to see if Lapa Rios has the same opportunity, how it works and if we can grow with this project.</p>
<p><b>Perception</b></p>	<ul style="list-style-type: none"> <li>• Collaborate with:</li> <li>• Hotels and eco lodges to combine forces for bigger impact</li> <li>• Osa Conservation to extend National Park and to protect nature and wildlife</li> <li>• Local universities for research at our reserve</li> <li>• Caminos de Osa to help local community to get involved with tourism</li> <li>• Search for new local nongovernmental organizations with same goals to help community or education or conservation</li> </ul>	<p>We collaborate with other hotels and eco lodges. We have meetings with the other lodges and try to combine our forces together. We do not see each other a competition but as co-workers, so we can help each other and have a bigger impact. I believe if all organizations unite their forces, we can create a bigger impact because we can only do so much as one organization. Also, Lapa Rios has an important alliance with Osa Conservation because it has the same goals as Lapa Rios. They are involved with buying land and putting this in conservation, so the conserve of Corcovado National Park gets extended and therefore there will be more protective nature and wildlife. We also collaborate with local universities of Costa Rica because one of universities investigate a special specie of tree which is only be found on the Osa Peninsula. The reserve of Lapa Rios got some of these trees and the university monitored these trees. We also got an alliance with a new nongovernmental organization Caminos de Osa which helps the family businesses to become tourism providers. Lapa Rios is a part of their program and their recruits come one day to Lapa Rios to see how we operate and they can learn from an existing lodge how to do things. Lapa Rios is always looking for new local nongovernmental organizations which have the same goals as us. This can be in working with the community, working with education or working with conservation. As long as the organization has one of these three goals, Lapa Rios will collaborate with them.</p>
	<ul style="list-style-type: none"> <li>• Do not promote volunteer work</li> <li>• Collaborate with local</li> </ul>	<p>We do not really promote the volunteer work, but this is something where Lapa Rios can improve itself. We can improve it to organize it together with local nongovernmental organizations, so someone can</p>

	<p>nongovernmental organization</p> <ul style="list-style-type: none"> <li>• Customers can volunteer if there is an opportunity</li> <li>• Most customers donate but book volunteer work not before</li> </ul>	<p>structure the volunteer activities. The guest who stay at Lapa Rios, will get invited to visit the school or other volunteer activities if the opportunity shows up. The guest mostly donate in the moment they hear about it but do not necessary before they book their stay at Lapa Rios.</p>
	<ul style="list-style-type: none"> <li>• Collaborate with volunteer organization</li> <li>• Volunteers from Europe learn about Costa Rican culture</li> <li>• Helps us with community work</li> </ul>	<p>We recently collaborate with a volunteer organization, only I cannot remember the name of the organization. This organization bring in volunteers from Europe, who stay for 6 to 12 months, and they learn more about the Costa Rican culture. The volunteer is a German guy, who we hired him to help us with community work. He is here already for six months and he has been teaching English classes in the community and he worked on a project from Osa Conservation called 'Help the Rivers', where he needed to monitor the rivers. Other volunteer work he did was work and investigation for the Wild Cat organization.</p>
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Same goals: as Lapa Rios pillars: community, education, conservation</li> </ul>	<p>The most important thing would be having the same goals as us. So part of their goal has to consist helping the community, something with education or something with conservation. That are the three pillars of Lapa Rios and this has always our focus.</p>
	<ul style="list-style-type: none"> <li>• Organized</li> <li>• Transparent about funds</li> <li>• Trust</li> <li>• Doing the right thing</li> </ul>	<p>I think one of the most important thing for an enterprise is that the organization needs to be well organized and transparent about what they are doing and where the funds go to. This is important because the enterprise is willing to donate money, who is willing to recommend it to their guest and many more. So any nongovernmental organization or volunteer organization that would like to collaborate with us or wants to be associated with Lapa Rios, has to be something we can trust. Also the organization needs to do the right thing.</p>

## Interview 2

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>Familiar with CST and Blue Flag</li> </ul>	<p>I do know the CST certification. And I also know other certifications for sustainability. In Costa Rica you have Banderas Azul, the Blue Flag certification. But this is for the beaches and how clean they are. It is not for the accommodations.</p>
	<ul style="list-style-type: none"> <li>Does not have certifications</li> <li>Does not know other tourism certifications</li> </ul>	<p>Lunas hostel does not have the CST certifications or other ones. I do not know any other certifications on sustainability or corporate social responsibility for accommodations.</p>
	<ul style="list-style-type: none"> <li>Would like certification because people check places before they come</li> <li>People care about conservation and environment</li> </ul>	<p>Yes, because people check the places before they come. They will see that the accommodation is fun, clean, good and care. People care about conservation and about the environment.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>Very important</li> <li>Only way to keep environment and country clean</li> <li>Everybody needs to help</li> <li>Citizens of here do not think of benefits</li> <li>Locals do not learn enough about own country</li> </ul>	<p>I think it is very important to be sustainable and corporate social responsibility. I believe that in a few years everybody got to do it and not because of fines or something like that. Being sustainable and corporate social responsibility is the only way to keep our environment and country clean. Everybody can control a little part, but we cannot control the whole country. The citizens of Puerto Jimenez do not care about their town and do not think they would benefit from improving the town. They do not think if there are better roads then more tourist will visit Puerto Jimenez and they can start more business or sell more products. They do almost nothing to improve it or to improve the education of the children. Puerto Jimenez has the Corcovado National Park, which is one of the best in the world. And the citizens of Puerto Jimenez do almost nothing with it. Even Costa Ricans do not come to the park because it is too expensive and they live next to the park. The locals do not learn enough about their own country in this way.</p>

	<ul style="list-style-type: none"> <li>• Tourist visit Costa Rica for nature, animals and environment</li> <li>• Customers care about environment, nature and recycling</li> </ul>	<p>Yes, most of our guests care about the environment and have respect for nature and environment. They also find recycling important. The guests are aware of the environment and talk about it with me. I believe tourists who visit Costa Rica come here for the nature, animals and environment.</p>
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• No CSR practices</li> <li>• No contacts, new in town</li> <li>• Hostel only open for 6 months</li> </ul>	<p>We do not have this kind activities because the hostel just opened six months ago. I am also new in town and not from here, so I do not have the contacts here yet. I used to be a director theatre and teacher. But I did not start anything here yet, because I just arrived here.</p>
	<ul style="list-style-type: none"> <li>• Want CSR practices</li> <li>• All organizations need CSR practices</li> <li>• Nature, animals and environment</li> <li>• Doing nothing wrong</li> <li>• Education so next generations will be better</li> </ul>	<p>I would like to have corporate social responsibility practices, however not only Lunas Hostel has to do those activities but also other companies in this country must practice the activities. It is important for the nature, environment and for the animals. We have this beautiful nature now because 50 years ago some people started with the conservations with the animals and all national parks. Now we have to teach everybody, teach our children, that they keep that and keep it good because it is valuable. Sometimes, it is not about if you can help, but about doing nothing wrong. It is important to start with the kids, because the old people know it but do not always respect. The kids can be educated good, the next generation will going to be better and better.</p>
	<ul style="list-style-type: none"> <li>• No money and time for it at the moment</li> <li>• Could help with theatre</li> <li>• Nobody tells me</li> <li>• Town do not help environment</li> <li>• It needs education</li> </ul>	<p>We could help, however Lunas Hostel does not have any money and time right now. I could help with theatre because I was director theater. Sometimes you think I could have done that, but nobody else tells you that you can do this or that. Here in Puerto Jimenez citizens do not help the environment. It is nice that some girls are picking up the garbage and there is a recycling place, but there need more than this. The most important thing a town needs is education.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Help nature and community</li> <li>• Fame</li> </ul>	<p>I heard that Lapa Rios is one of the best in the world in what they do. They do great activities for the nature and for the community. I would like to do that for the Lunas</p>

		Hostel as well. And Lapa Rios is famous for it, it would be great to have that fame as well.
	<ul style="list-style-type: none"> <li>• Help community</li> <li>• Improve the whole town</li> <li>• More tourists means more customers</li> </ul>	We would like to help the community because if the children get better education, the whole town would get better and so the whole community of Puerto Jimenez will improve. For example, when the roads get better, the town gets better, the education gets better, the more tourists we receive, the more we can sell, etc. Therefore, Lunas Hostel will also benefit from it.
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Sedena with donations</li> </ul>	Sometimes we collaborate with a conservation organization. I think it is called Sedena. They ask for small donations, for festivals or just food. The organizations has around 100 people, so we can help them by giving them food and drinks.
	<ul style="list-style-type: none"> <li>• Want to collaborate to help community</li> <li>• Other organizations need to collaborate</li> </ul>	Yes, because we need those organizations to improve the community. Also, other organizations need to collaborate with each other to improve the community Maybe, when the non-profit organizations or volunteers organizations collaborate with the other organizations, they can improve a lot of things for the community together. The roads can be improved or a solution for all the street dogs in Puerto Jimenez.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Help community</li> </ul>	The non-profit organization or the volunteer organization needs to help the community. And if all organizations help, the town will get better and also the citizens of Puerto Jimenez will get better.
	<ul style="list-style-type: none"> <li>• Focused</li> <li>• Cannot help all problems</li> </ul>	The organization has to be focused. Some organizations think that all problems in the world are their necessities. The organization has to pick some of all the problems in the world, and focus on those instead on all the problems.

### Interview 3

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Familiar with CST</li> <li>• Popular in Costa Rica</li> <li>• Do not know other</li> </ul>	I only know the Certification for Sustainable Tourism. This certification means a lot to the tourism industry in Costa Rica and most organizations really want to earn those leaves. I do not know other certifications.

	<ul style="list-style-type: none"> <li>• No certifications</li> <li>• Only 1 year open</li> <li>• Did not think about it yet</li> <li>• Small hotel</li> <li>• Do not try to be CSR or sustainable</li> </ul>	<p>We do not have the certification because we are a new hotel. The hotel has just been established and opened only a year ago. I think the owners of the hotel have not think about any sustainable or corporate social responsibility certification yet. It is also a very small hotel, we only have three rooms. I believe the owners have not thought about it yet, or they do not know how to get such certification Also they are not trying to be sustainable and corporate social responsible. For now, the hotel wants to be just a regular and normal hotel. It is not a hotel which is known for doing good things or trying to be sustainable.</p>
	<ul style="list-style-type: none"> <li>• Would be interesting</li> <li>• For hotel image</li> <li>• Costa Rica is about environment and nature.</li> <li>• Tourist can see you care</li> </ul>	<p>I think it would be very interesting for the hotel. It would be a good thing for the hotel image to have such certifications. In Costa Rica is all about the environmental and nature. If a hotel got a certification for sustainability or corporate social responsibility, it means that your organization cares about the environment, about sustainability and about the future. Such certificate can only be good for your organization. It would look good on your website and for your guest. It is a good sign that you are doing good things. Maybe our use of air-conditioning would be less harmful if we had renewable energy, such as solar panels.</p>
<p><b>Beliefs</b></p>	<ul style="list-style-type: none"> <li>• Do not think about it yet</li> <li>• CST and CSR can help hotel</li> <li>• Improve image</li> <li>• More customers</li> </ul>	<p>The owners of Hotel Inn do not think about corporate social responsibility and sustainability yet. We are in the process of rebranding the hotel because the owners are not happy about the number of reservations. That is why I am very curious in your research and may suggest to the owners if sustainability and corporate social responsibility can improve the image of the hotel. I believe if Hotel Inn gets a certification for sustainability or corporate social responsibility, more people will visit the hotel. Because a lot of tourist search for hotels with certifications like that. It is a good sign if a hotel goes through a certification process and earns a certification for sustainability and corporate social responsibility.</p>
	<ul style="list-style-type: none"> <li>• Short term customers</li> <li>• Passing through</li> </ul>	<p>Mainly we receive guest at Hotel Inn who are short term travelers and stay at the hotel for one night The guest we receive at Hotel Inn, stop in Puerto Jimenez before they go to Matopalo, Carate or Corcovado National Park. The</p>

		<p>guest are passing through. There are not a lot of guest who stay in Puerto Jimenez for a few days and hang out here. I do not know why tourist do not hang out in Puerto Jimenez because it is a cute little town and there is a lot to do around here. The tourist could have their base here and drive to other towns or activities from here. That is what we want and we want people to know that.</p>
<p><b>Motivations and arguments</b></p>	<ul style="list-style-type: none"> <li>• Recycling</li> <li>• Second hotel has more practices</li> </ul>	<p>Hotel Inn is very strict in recycling the rubbish. For example, we do the normal recycling, but we also separate the organic waste and carton. We get a lot of carton because of the Lookout-Inn. This is a sister hotel from Hotel Inn in Carate. The Lookout-Inn has a turtle conservation project that they run on the beach. The hotel runs the project and protect the eggs of the sea turtles. Unfortunately, Hotel Inn is just a sister organization and has nothing to do with this project. Hotel Inn and the Lookout-Inn are really separated from each other.</p>
	<ul style="list-style-type: none"> <li>• Grow fruit and herbs</li> <li>• Hire local people</li> <li>• Sell local art</li> <li>• Local guides</li> <li>• Local coffee</li> </ul>	<p>We do have a garden and we grow some fruits and herbs there Hotel Inn hires people from the local community to work in our hotel. We have three local staff members and because of their job at Hotel Inn, they have more money now for their families. We do sell local art at the hotel and we support the local guides because if our guests wants to hike we arrange a local guide. We also sell local coffee in our hotel.</p>
	<ul style="list-style-type: none"> <li>• No CSR practices in the past</li> <li>• One year open</li> <li>• See more involvement</li> <li>• Too small</li> <li>• Not enough customers</li> <li>• Not enough money</li> <li>• Important to help</li> <li>• Interested in CST and CSR practices</li> </ul>	<p>No, we did not try any corporate social responsibility activities in the past. The main reason is that we just opened one year ago. I would like if Hotel Inn would get more involvement. However, I think that the organization is still too small and we receive not enough guest. If Hotel Inn grow, are more established and receive more guest, they will invest more in the local community. For example, they may donate or something like that. The owners do not have enough money at the moment to invest in this kind of activities, however they do think it is important to be good. In the future, I believe they will be very interested in being corporate social responsible and earn a certification.</p>

<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Reputation</li> <li>• More customers</li> <li>• Improve PR and marketing</li> <li>• Could donate</li> <li>• Customers can see this</li> </ul>	<p>The reputation of the hotel will be better because see the certification and people can see Hotel Inn as a sustainable and corporate social responsible hotel. So when we will be more corporate social responsible, I believe we will also receive more guest Corporate Social Responsibility could be a part of this and increase it all. When a hotel makes money and is a successful hotel, than they probably have money left to donate every month or year. I believe that should be done by the hotels. And they can tell their guest about their help towards the community, volunteer organizations or non-profit organization, so the guest can see that they are corporate social responsible.</p>
	<ul style="list-style-type: none"> <li>• Not much CSR in town</li> <li>• Outside of town a lot of bigger organizations</li> <li>• Support local community</li> </ul>	<p>I think the hotels in the town of Puerto Jimenez are not really corporate social responsible or sustainable. But the hotels outside of town, for example in Carate and Matopalo are more corporate social responsible and sustainable. There is for example Lapa Rios, which is a big organization in the ecotourism industry and is also very sustainable and corporate social responsible. All other hotels strive to be like Lapa Rios. Lapa Rios has activities which would be interesting for the hotel. I do know Lapa Rios support local artists, this would be interesting to support the local community.</p>
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Travel agents and online booking sites to sell and promote the organization</li> </ul>	<p>Yes, we collaborate with travel agents and online booking sites such as Expedia, Booking.com and Uniontravel. We collaborate with them so potential guest can book Hotel Inn via their websites. Also, they promote our hotel via their websites.</p>
	<ul style="list-style-type: none"> <li>• Not enough money at the moment</li> </ul>	<p>I have talked about that option with the owners, however they declared that they do not have enough money at the moment to help volunteer or non-profit organizations. Hotel Inn is a new project of the owners that needs to make money first before they can invest.</p>
	<ul style="list-style-type: none"> <li>• In the future</li> <li>• Sustainability and CSR is very important</li> <li>• Positive image</li> </ul>	<p>Definitely, but indeed in the future because they do not want to invest time and money now in other things than increasing the number of guest. But the owners find sustainability and corporate social responsibility very important and I know for sure they want to implement this at Hotel Inn. It would give the organization a positive</p>

	<ul style="list-style-type: none"> <li>• Need benefits for us</li> </ul>	image by doing good for the environment and the community. When the collaboration also has benefits for Hotel Inn, it would be an amazing idea to pitch maybe sooner.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Doing good</li> <li>• Help community</li> </ul>	The most important thing is that the organization does good things and is good for the community. It actually needs to help the community, for example help the street dogs or education for children and adults.
	<ul style="list-style-type: none"> <li>• Community orientated</li> <li>• Help community</li> <li>• Helping with cause</li> </ul>	A non-profit organization or volunteer organization needs to be community orientated and needs to help the community around itself. For Hotel Inn helping with cause is an important factor.

#### Interview 4

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Do not know CST</li> <li>• Do not know name of other</li> </ul>	I do not know this certification. I have read and heard about other certifications, but I do not know the names anymore.
	<ul style="list-style-type: none"> <li>• Not interested</li> <li>• Small organization</li> </ul>	I am not really interested in deserving a certification for The Beach House because my organization is very small.
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Not leave a big imprint or cover tracks</li> <li>• Help community if benefit from it</li> <li>• Try as much as can</li> </ul>	I believe everybody should not leave a big imprint and even if you do, you must try to cover your tracks. I believe that if you come here, be a part of this community and make money in this community, you should give something back to the community. I am not full-fledged out there and help every minute. But I do help quite a bit in this community and I try to help the community as far as I can.
	<ul style="list-style-type: none"> <li>• Important for everybody to be involved and reduce impact</li> <li>• Important for everybody to be CSR</li> <li>• More aware here</li> </ul>	Yes, I believe it is important that people are involved in the community, you reduce your trash and you reduce your impact on the community. At The Beach House I recycle a lot and I also recycle our organic trash. I believe that sustainability and corporate social responsibility is important for everybody. Because of this, you are more aware of what happens around you and what happens

		to the environment. I believe you realize the importance of it when you live down here.
	<ul style="list-style-type: none"> <li>• Just vacation</li> <li>• Like recycling and helping nature</li> <li>• Care about nature</li> <li>• Do not know if they desire more CSR</li> </ul>	My guest come to The Beach House for a vacation. Our guest like that I recycle and that I am always busy with the nature and planting trees. They like all the nature you can find on the property of The Beach House and around. But to be honest, I do not know if my guest would like if I would become more sustainable or corporate social responsible. I think they are fine by how it is.
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Auction for animals and schools</li> <li>• Help if asked</li> <li>• Recycling</li> <li>• Trash clean up</li> </ul>	The auction I participated in was for a 'Dog & Cat Rescue' project of Green Life Volunteers. People could bid on a stay at the Beach House and a part of the donation went the 'Dog & Cat Rescue' project. I also did this for the Corcovado School and also for other projects and other organizations, which I cannot remember the name from at the moment. If someone want my help, I will definitely help them if the project is reasonable. I try to cover it by recycling my trash and I try to be a part at the community of the Osa Peninsula. I do for example tranquility, which is trash clean ups.
	<ul style="list-style-type: none"> <li>• Recycling</li> <li>• Plant trees</li> <li>• Replant garden</li> <li>• Always try to improve in sustainable way</li> </ul>	Besides recycling and the auction I mentioned before, I also plant trees and replanting in the garden of The Beach House. Also, I always have new projects to help the nature or community. When I had the German volunteers in The Beach House, we started with a new project to replant and plant new trees in the garden. When the German Volunteers where here, we also made a herb garden. I always try to improve The Beach House and mostly in a sustainable way.
	<ul style="list-style-type: none"> <li>• Improve help community</li> <li>• Small organization</li> </ul>	I think I still can improve The Beach House in that way. But on the other hand, The Beach House is such a small organization. Basically, I am the only one who works for The Beach House. Every now and then I have a friend, volunteers or people who want to stay in the house for free, who help me out. But normally it is just me.
	<ul style="list-style-type: none"> <li>• Trash clean up</li> <li>• Volunteers</li> <li>• Help nature</li> <li>• Turtle project</li> </ul>	I have been a part for trash clean up, I let volunteers stay at The Beach House, do a lot for the nature by planting new trees or other garden activities and I auctioned The Beach House for different charity purposes. Also, I participated with a turtle project and a turtle festival. I

		helped with the project, so I protected the eggs of the sea turtles and did other activities over there.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Grow</li> <li>• Tourists are aware</li> <li>• More time in marketing</li> <li>• Kind for community and environment</li> </ul>	I think my organization can grow if I have more corporate social responsibility activities. Most tourist who visit Costa Rica are looking for a Pura Vida lifestyle, eating more natural and they want to recycle their trash. My guests and tourist I speak are aware of the environment and are very sustainable. I think if I want benefits of being corporate social responsible, I have to put more time in the marketing of The Beach House. I do not necessarily search for sustainability, but more to being kind for the community and environment.
	<ul style="list-style-type: none"> <li>• Community garden is important</li> <li>• Adapt to tourists</li> </ul>	I think the community garden of Puerto Jimenez is a good initiative and is also very important. I would like to be a part of that initiative, but I just do not have the time for that. The biggest organization around here is Lapa Rios. I do know they have a green lifestyle, but I do not know what activities they are really doing. The tourist who come to Costa Rica are very sustainable, so Lapa Rios adapt great on this.
<b>Perception</b>	<ul style="list-style-type: none"> <li>• 'Dog &amp; Cat Rescue' project</li> <li>• Corcovado School</li> <li>• Swim contest</li> <li>• Help community</li> </ul>	I collaborate with the 'Dog & Cat Rescue' project, Corcovado School and a big swim contest in Puerto Jimenez. But my collaborations are on a small scale but they help the community.
	<ul style="list-style-type: none"> <li>• Being nice and doing good</li> <li>• Important to help animals</li> <li>• Do not promote</li> </ul>	The only benefit I receive is being nice and doing good for others. I do not notice more benefit from this small collaboration. I think it is important to help the animals. The 'Dog & Cat project' is a good project and a lot of people on the Osa Peninsula cannot do what she does with this project. But again, I do not promote or tell anybody about this. So maybe if I would do that, I will notice more benefits.
	<ul style="list-style-type: none"> <li>• Not interested in volunteers</li> <li>• Only if I did not have customers</li> <li>• They work for accommodation</li> </ul>	To be honest, not really. Most of the volunteers who come to Costa Rica have to pay to volunteer. The volunteers have to pay for their own accommodation, food, etc. The situation was different with the German volunteers I had at The Beach House. They Germans were very young and I let them stay at my place because I did not have any guests at that time. So I let them stay

	<ul style="list-style-type: none"> <li>• Volunteer organizations earn a lot of money</li> </ul>	and they could stay at my place if they did some work for The Beach House. When I look back at this experience, it feels more like babysitting. I have to push them to work all the time, and I just have not got the time to do that. The one downside of volunteer organizations I experience is that they are making a lot of money. Some organizations make less money of the volunteers, but they still make a little money. It is not that I am against it, but also not totally for it.
	<ul style="list-style-type: none"> <li>• Yes, if accommodation was different</li> <li>• Only if the house is not rented and have work</li> </ul>	If my accommodation would be different, I would do that. The Beach House has not got the accommodation for volunteers. If I do not have bookings for The Beach House, I can let volunteers accommodate in the rooms. But it depends on the booking schedule. If The Beach House is not booked and I need a lot of work done, I let volunteers stay so they can help me out.
	<ul style="list-style-type: none"> <li>• Interested in new collaboration</li> <li>• More auctions</li> </ul>	I would definitely collaborate with a non-profit organization or volunteer organization in a new way I have not experienced before. Also the auctions I would like to do again. I would be interested to hear how The Beach House can help those organizations.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Helping community</li> </ul>	The most important thing would be helping the community because when an organization helps the community, it helps all of us. When they improve the community or helps the community, everyone will notice that.
	<ul style="list-style-type: none"> <li>• Kind towards community, environment, nature and animals</li> </ul>	A non-profit organization or volunteer organization needs to be kind. That is the most important factor in my eyes. The organizations have to be kind towards the community, environment, nature and animals.

### Interview 5

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Familiar with CST</li> <li>• Do not know others</li> </ul>	I do know the Certification of Sustainable Tourism. This is the only certification I know, I do not know other ones.

	<ul style="list-style-type: none"> <li>• Does not have CST or other</li> <li>• Should have one</li> <li>• Hard to earn</li> <li>• Have not tried yet</li> </ul>	<p>Osa Green Travel does not has the Certification for Sustainable Tourism or other certifications, but it should have one. Our slogan is Living a green experience at the Osa Peninsula. I do know it is very hard to earn the Certification of Sustainable Tourism, but we have not tried to earn the certification yet. We just have not got the time yet to apply for certifications.</p>
	<ul style="list-style-type: none"> <li>• Tourists to Costa Rica and customers find CSR and sustainability important</li> <li>• Distinguish from competitors</li> <li>• See we are involved</li> <li>• Receive more customers</li> </ul>	<p>Almost all tourist who visit Costa Rica come here for the nature and find the environment important. It would be very interesting for Osa Green Travel to earn the Certification of Sustainable Tourism because our clients do find sustainability and corporate social responsibility very important. If they see we got the Certification of Sustainable Tourism, they will come to us instead of a competitor. The clients can see that we are involved with the nature, environment and community. I think that if we have the Certification for Sustainable Tourism, we would have more clients.</p>
	<ul style="list-style-type: none"> <li>• Improve image and reputation</li> <li>• More customers</li> <li>• More collaborations</li> <li>• Increase sales</li> </ul>	<p>I think the reputation and image of Osa Travel Green will be more positive because sustainability and corporate social responsibility is very important nowadays for the clients. Especially in Costa Rica and on the Osa Peninsula. Our tourist are very aware of our beautiful nature and the environment. Osa Green Travel will not only gain more tourist if we have a certification like the CST, but also more organization wants to collaborate with us because we do something good for the nature, environment and community. Because all of this, I think Osa Green Travel will increase their sale.</p>
<p><b>Beliefs</b></p>	<ul style="list-style-type: none"> <li>• Very important for individuals and organizations</li> <li>• Aware of activities</li> <li>• Tour operators are responsible</li> <li>• Aware tourists</li> <li>• Make profit over nature</li> <li>• Help community</li> </ul>	<p>I find it very important to be sustainable and corporate social responsible not only individuals, but also for organizations. I think everybody should find the nature and environment important and be aware of this during activities in your life. We are responsible of the nature and environment as a tour operator because our tours are in the nature. The guides we send should make the tourist aware of the importance of the nature and environment. All tour operators should be more aware of the importance of corporate social responsibility and sustainability. We make money on the nature and we</p>

		inform the tourist about nature . We earn our money with the nature, therefore we need to do something back. Osa Green Travel involve the local community with employment because if we do not involve the community, Puerto Jimenez would just be a town with houses and restaurants. Therefore, we think it is important that the local community must be a part of the tourism industry.
	<ul style="list-style-type: none"> <li>• Important</li> <li>• Invest not enough time in CSR</li> <li>• Not enough knowledge on CSR</li> <li>• Make profit</li> <li>• Local community do not appreciate nature</li> <li>• More awareness community</li> <li>• Improve next generation</li> </ul>	I believe Osa Green Travel wants to be corporate social responsible but not really think about it enough and they do not fully understand what it means. I believe they would be interested to learn more about it. However, I think he would only be interested if Osa Green Travel will makes more profit with those activities. Especially the guides just work to earn more money and are not that interested in sustainability and corporate social responsibility. In general, most inhabitants of Costa Rica are not aware of the beautiful nature and do not appreciate it. If you can inform the local community and guides why the nature of Costa Rica is so special and that we need to protect it with sustainable and corporate social responsible activities, I believe they may participate with those activities. It is very important to help the community and especially the children of the community. If we help the children, the future generations will be improved.
	<ul style="list-style-type: none"> <li>• Customers are aware of CSR</li> <li>• Tourist come for environment and nature</li> <li>• Not all tourist and customers are aware</li> </ul>	Most of our clients are aware of the importance of sustainability and corporate social responsibility in Costa Rica. Most tourist visit Costa Rica for the nature and environment. However I believe not all tourists who visit Costa Rica are aware of the importance. Some tourist and clients at Osa Green Travel do not care about sustainability and corporate social responsibility.
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Employment local community</li> <li>• Try to reduce electricity use</li> <li>• Do not have other practices</li> </ul>	Besides offering employment to the local community as we do with our guides we do not have other corporate social responsibility activities. We try to use as less electricity as we can. Osa Green Travel just offer tours to the tourist. Our tours are also not focused on corporate social responsibility, they are just tours. I believe my boss has not thought about other corporate social

	<ul style="list-style-type: none"> <li>• Not thought about others</li> <li>• Want to earn money</li> </ul>	responsibility activities. The guides and my boss just want to make money and sell as much tours as we can.
	<ul style="list-style-type: none"> <li>• Not sure tried in the past</li> <li>• Want to be CSR and sustainable of trend</li> <li>• Making profit</li> <li>• Do not know how</li> </ul>	I am not completely sure if they tried any activities in the past. They want to be sustainable and corporate social responsible. However, I think they want to be this way because it is a trend and a lot of tourist search for organizations which are sustainable and corporate social responsible. My boss want to make profit out of it, but he does not know what it really means and how to do it.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Related to environment</li> <li>• Doing research to improve and protect</li> <li>• Tourism industry is aware</li> <li>• Do not earn more money</li> <li>• Feeling good</li> <li>• Doing something for community and environment</li> </ul>	I appreciate organizations like Osa Conservation and Wide Cast are related with the environment. They perform researches to improve and protect the environment of Costa Rica. In the tourism industry mostly the accommodations are aware of the importance of sustainability and corporate social responsibility, especially in the area of Drake Bay and Matopalo. They probably would have benefits of being sustainable and corporate social responsible. I do not think those organizations earn more money because they are sustainable and corporate social responsible. I believe that the benefits those organizations receive are mainly feeling good about yourself and doing something for the community or environment.
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Organizations to provide tours</li> <li>• With other tour operators</li> </ul>	We collaborate with other organizations to provide the tours we offer. We also work together with other tour operators. We need to work with them to offer all the different kind of tours here on the Osa Peninsula.
	<ul style="list-style-type: none"> <li>• Lower price</li> <li>• Offer tours</li> </ul>	We collaborate with other tour operators to offer a tour for a lower price. Tour operators do not have enough clients to provide a tour for a small amount of clients and for a low price. Together we can provide a lower price. We collaborate with different organizations to offer the tours, for example with the park, otherwise we could not offer tours.
	<ul style="list-style-type: none"> <li>• Do not collaborate non-profit or volunteer</li> </ul>	No, we do not collaborate with any non-profit or volunteer organizations. We do have volunteers at Osa Green Travel from time to time. The volunteers who work in the office help us with the reservations, sales,

	<ul style="list-style-type: none"> <li>• Receive office volunteers</li> </ul>	etc. Basically, the volunteers we receive work here for free.
	<ul style="list-style-type: none"> <li>• Interested</li> <li>• Offer new tours</li> <li>• One day volunteer work</li> </ul>	It would be interesting to hear how Osa Green Travel can collaborate with a non-profit or volunteer organization. I would like to know if it was possible to send tourist for one day to a project to volunteer. The tourist could help with the sea turtles, planting trees or helping the local children. If we would collaborate with a non-profit organization or volunteer organization, we can offer new and different kind of tours.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Both profit</li> <li>• Help animals and nature</li> </ul>	The most important thing is that Osa Green Travel and the non-profit or volunteer organization both profit of this collaboration. We have to make more money and the non-profit or volunteer organization needs to make more money, gain more volunteers or complete more volunteer work. The non-profit or volunteer organization needs to help the animals and nature.
	<ul style="list-style-type: none"> <li>• Attractive</li> </ul>	The non-profit or volunteer organization needs to be attractive. Firstly, it should be attractive for the volunteers and tourist to help this organization with volunteer work. The organization has to know how they sell their projects to everybody. They should know how to sell their project to the local people, foreign people, tourists, volunteers and other organizations.

### Interview 6

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Familiar with CST</li> <li>• Do not have CST</li> <li>• Wants CST</li> </ul>	Yes, I do know the Certification of Sustainable Tourism. We have not got the CST certification, however I am trying to earn the certification for Corcovado Experience. I do not know other certifications.
	<ul style="list-style-type: none"> <li>• More believe in organization</li> <li>• Know we help environment, nature and people</li> <li>• More bookings</li> </ul>	If Corcovado Experience has the Certification for Sustainable Tourism, people will believe more in our organization. They know your organization is doing good and helps the nature, environment and people by their programs. So if the people believe more in your organization, they will book tours at our organization instead from our competitors.

	<ul style="list-style-type: none"> <li>• Improve CSR practices</li> <li>• Fulfill CST requests</li> </ul>	<p>We already do some corporate social responsibility activities, but we still need to improve ourselves. To earn the Certification for Sustainable Tourism, you need to do a lot of activities and also fulfill a lot of other requested. So Corcovado Experience is already doing good, but we need to improve ourselves a lot more to earn the certification.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Very important</li> <li>• Help and improve community</li> <li>• Tour operators are responsible for nature</li> <li>• Help and protect nature</li> <li>• Next generation</li> </ul>	<p>I believe corporate social responsibility and sustainability is very important. It is very important to help the community and the nature around us because when we help the community can improve itself. We sell mainly tours in the nature of Costa Rica, which means that we need to be responsible for the nature. We need to help and protect the nature so we can experience it, but also the next generation.</p>
	<ul style="list-style-type: none"> <li>• Not only for myself, also for organization</li> <li>• Tourists and community see I do something good and do more than only making money</li> <li>• Tourists and community believe more in your organization</li> </ul>	<p>It is not only important for me, but it is also very important for my organization because the tourists and local community can see we do something good for the nature, environment and community with our activities. When you bring children together or use only local guides they see you do not only do this for money, but also to help. The tourist and local community believe more in your company this way. They see you are bringing people from the community together.</p>
	<ul style="list-style-type: none"> <li>• Some want to know our CSR practices or CST</li> <li>• Not all tourists are aware</li> <li>• Enjoy holiday</li> <li>• One percent of customers care</li> </ul>	<p>Some of the tourist want to know more information about the sustainability and corporate social responsibility activities we perform. Some of the tourist even want to know if we have certifications for sustainability and corporate social responsibility. However, not all tourist are aware about this. Some of the tourist just want to enjoy their holidays and just want to do the tours. If I have to divide my clients into care about corporate social responsibility and not caring about corporate social responsibility, only one percent of my clients care about corporate social responsibility. Which is very low in my believe.</p>

<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Recycling</li> <li>• Local guides</li> <li>• Recycling program high school</li> <li>• Hatchery</li> <li>• Clean beaches</li> <li>• Awareness talks</li> <li>• Low season</li> </ul>	<p>Firstly, we recycle our trash. Also, we try to be more corporate social responsible with my tours to offer only tours with local guides. Last year we collaborated with the high school to help the recycling organization of Puerto Jimenez. During this program, we helped the organization with collecting the trash from town and recycling the trash from town. Last year I worked with my former organization on a hatchery to clean the beach so sea turtles and animals could not get stuck in it. We also clean the beach with the local community. During this walk we talk to each other about the importance of helping the nature, environment and community. We perform this kind of activities mostly in the months June and July because then it is low season and the kids are more flexible to help during those two months. In The children just had two months' vacation and are now preparing to get back to school.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Do not promote</li> <li>• Some ask more information</li> <li>• Talk with the small community</li> </ul>	<p>No, because I do not want to speak about those activities with my tourist. However, some tourist want to know more about my sustainable and corporate social responsibility activities. When they ask about this, I will explain which activities I perform. Furthermore, I do speak about this with the local community because the community in Puerto Jimenez is very small.</p>
	<ul style="list-style-type: none"> <li>• More recycling</li> <li>• Clean beaches</li> <li>• More awareness</li> <li>• Appreciation local community</li> <li>• Positive feedback</li> </ul>	<p>The local community did not believe in recycling a long time ago, but nowadays everybody in Puerto Jimenez recycles because of the recycling program with the high school. This program contained to increase the awareness of recycling in the local community. Also, since we started the program to clean the beaches, the beaches stay clean because the local community is aware that the beach in Puerto Jimenez is clean and appreciate this a lot. Because of the corporate social responsibility activities, we get a lot of positive feedback from the local community.</p>
	<ul style="list-style-type: none"> <li>• Do not believe CSR practices of competitors</li> <li>• Do not know because do not collaborate with</li> </ul>	<p>I do know some other tour operators which say they have a lot of corporate social responsibility activities. However, I believe they only say they have a lot of activities but do not really practices such activities. I do not know any tour operator which help in the community, I only know tour operators which say they</p>

	<ul style="list-style-type: none"> <li>• Need to collaborate to achieve more</li> <li>• Combine forces</li> </ul>	<p>help the community. It could be that they really help the community, but I do not collaborate with them during corporate social responsibility activities, so I cannot say what they do and if their activities are valuable. I do believe that if all tour operators or other organizations in the tourism industry work together, we will accomplish more. If we work together, the impact to help the community will be bigger. We could work together with more or bigger programs and we can combine our forces.</p>
<b>Perception</b>	<ul style="list-style-type: none"> <li>• High school</li> </ul>	<p>At the moment we do not collaborate with other organizations. We only collaborate with the high school for the recycling program in June and July for now.</p>
	<ul style="list-style-type: none"> <li>• Never thought about it</li> </ul>	<p>No, we do not collaborate with a non-profit or volunteer organization. To be honest, I have not thought about such collaborations before.</p>
	<ul style="list-style-type: none"> <li>• Interested</li> <li>• Help nature, local community and environment</li> <li>• Volunteer can help community</li> <li>• Receive more customers</li> </ul>	<p>A collaboration with a volunteer or non-profit organization would be a possibility for my organization because I like to help the nature, environment and local community. Also, I would be interested because volunteers want to understand more about the local community, culture and the Costa Rican lifestyle. If they understand more about this, they can help the community, environment and nature more. If we help the volunteers by understanding it more, they can help us in return. So Corcovado Experience works together with a volunteer organization, we will help the community indirectly. Also, I believe that if we collaborate with a volunteer or non-profit organization, we will receive more clients. This is also a benefit for Corcovado Experience I am interested in.</p>
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Help and protect nature</li> <li>• Help and improve education</li> <li>• Children chance better future</li> <li>• Next generations</li> </ul>	<p>I believe the non-profit or volunteer organization needs to help the nature and the education in Costa Rica. I find it most important to improve the education and protect the nature because when the education gets improved, the children will have a better future and when the nature is protected, the next generations can experience the nature how we experience it now. That is the reason Corcovado Experience already has some corporate social responsibility activities with education and nature.</p>

	<ul style="list-style-type: none"> <li>• Honestly</li> </ul>	<p>I find honestly the most important characteristics for the non-profit or volunteer organizations. I believe that honest organizations, people believe in your organization. And if people believe in your organization, it will increase your sales and you will receive positive reviews. So if I would collaborate with a honest organization, it will also increase my sales and my positive reviews.</p>
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### Interview 7

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Familiar with CST</li> <li>• Wants CST</li> <li>• Wants to know costs and if worthwhile</li> <li>• Too much rules</li> <li>• Takes long time</li> <li>• Costs a lot of money</li> <li>• One year open yet</li> <li>• CST popular in Costa Rica</li> <li>• Stars and flags</li> </ul>	<p>Yes, I do know the Certification for Sustainable Tourism. In fact, we want to earn this certification but are not in the process of the CST certification yet. We first want to investigate how much it will cost and if it is worthwhile before we really try to get the certification. There are too many rules you have to follow to earn this certification. The organization will come to us for an evaluation and rate your water consumption, how we clean our organization, which brand disinfectant we use, the laundry detergent we use, our lifestyle we will have, and many other subjects. If you want the Certification for Sustainable Tourism, they organization will request for a specific brand called Neutral for those products because this brand better for the nature, but it is also more expensive. Furthermore, the process takes a long period of time and it cost also a lot of money. We started the Jaguar Corcovado Tours only one year ago, so we are still a young organization. I will still try to earn the Certification for Sustainable Tourism because it is very popular in Costa Rica, but it will depend on the costs. The Certification for Sustainable Tourism is for the whole tourism industry. The other certifications I know are the stars for hotels, stars for restaurants and the flags for beaches.</p>
	<ul style="list-style-type: none"> <li>• Not sure if needed</li> <li>• Customers never ask CSR or certification</li> <li>• Lowest price</li> </ul>	<p>To be honest, I do not know if we need the Certification for Sustainable Tourism because our clients never ask about these kind of certifications, sustainability or corporate social responsibility activities. Our clients do not care about sustainability or corporate social</p>

	<ul style="list-style-type: none"> <li>Practice is more important than certification</li> </ul>	<p>responsibility. The tourist just want to go on a tour for the lowest price. Furthermore, I do not necessary want a certification for sustainability and corporate social responsibility because I find it more important to practice the activities and really be it than having a certification who says it.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>Important</li> <li>Help community of work and live</li> <li>Give something back</li> </ul>	<p>I belief corporate social responsibility and sustainability are very important. It is very important to practice corporate social responsibility and sustainability to help the community where we live and work in to give something back.</p>
	<ul style="list-style-type: none"> <li>Help the poor community</li> <li>Only work in tourism industry and locals do not have enough knowledge to work with tourists</li> </ul>	<p>We need to help our community because we realize that we live in a poor community. Furthermore, the most important work in this community is work with tourists. The community here do not learn enough about their our own nature and environment, and learn no English or other knowledge to work with tourist They are very poor and the only work we have is working with tourists. I still wonder how this is possible.</p>
	<ul style="list-style-type: none"> <li>Most do not think about CSR</li> <li>Small part cares</li> </ul>	<p>Most of our clients just want to do a tour and do not think about corporate social responsibility or sustainability. Some of our clients do care about corporate social responsibility and sustainability. I think ten percent of our clients care about it.</p>
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>Clean park</li> <li>Help community</li> <li>Collaborations</li> <li>Recycle</li> <li>Awareness in community</li> </ul>	<p>We try to help with cleaning the park and help the community on the Osa Peninsula, but we want to do more in the future. However, than we need to collaborate with other organizations. At the Jaguar Corcovado Tours we recycle our trash, even our organic trash by putting it in a whole in the ground so it goes back to the nature. Another thing we do is talking to the community to form more awareness. We want more awareness for recycling, cleaning the nature around us, contact with animals, cutting trees and sea turtles. It is necessary to talk to the people of our community about those subjects, because not everybody realizes how delicate our nature is and that we need to take care of it instead of destroying it.</p>
	<ul style="list-style-type: none"> <li>Clean up park</li> <li>Clean up beaches</li> </ul>	<p>Every year we have two or three times a year, depending on the season, programs to clean the Corcovado</p>

	<ul style="list-style-type: none"> <li>• Advice customers</li> </ul>	<p>National Park. During this program we collect the trash from the environment, bins and litter in the park. For this corporate social responsibility activity we received a certification from the Corcovado National Park last year. We clean up the beaches with other hotels, tour guides and some other organizations. Furthermore, we always advice our clients to bring a plastic back to our tour Corcovado National Park tour for their trash. If they have trash they can put it in the back and throw it away when they are back home.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Do not promote</li> <li>• Feel good</li> <li>• Necessary to help</li> <li>• Organizations appreciate help for nature</li> </ul>	<p>We do not really promote our corporate social responsibility activities towards our tourist. So if a tourist has questions, we can answer them off course. For us it is most important we feel good about our behavior and activities. I believe it is necessary to help the nature, environment and community around us. Most people of the community in Puerto Jimenez do not care about the nature, environment and community. They believe that what problem the Corcovado National Park has is not their problem, but the problem of the park. So the organizations and people who work with the park do appreciate all the help the park receives, because it is also their income.</p>
	<ul style="list-style-type: none"> <li>• Same activities</li> <li>• Do not know their other activities</li> <li>• Do not receive more customers</li> <li>• For income</li> </ul>	<p>I do not think they have other benefits which could be useful for us. We already do the same activities or we would not receive the benefits from their other activities. Maybe they have other activities that I do not know off which have benefits, but I would have to investigate those activities and benefits more. I do not believe an organization with a corporate social responsibility certificate receive more clients because of the certification or because of their activities. I do not believe that everything those organizations promote is true because I do not believe that everything that they do is for the environment or the nature, it is for their income.</p>
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Corcovado Park</li> <li>• Provide tours</li> </ul>	<p>Usually we only collaborate with the Corcovado National Park. We collaborate with them to provide tours to our clients. We do not collaborate with other tour operators because everybody has their own business secret they want to keep from their selves.</p>

	<ul style="list-style-type: none"> <li>• No collaboration non-profit or volunteer</li> <li>• One year open yet</li> <li>• Never thought about it</li> </ul>	<p>No, we do not collaborate with a volunteer or non-profit organization. But we do not have any other collaboration because Jaguar Corcovado Tours opened just one year ago. We have never thought about such collaborations before.</p>
	<ul style="list-style-type: none"> <li>• Curious</li> <li>• Has volunteer accommodation</li> <li>• Great opportunity</li> <li>• Need more information</li> <li>• Help environment, nature and community</li> <li>• Offer project in tour package</li> </ul>	<p>I would be curious how we could collaborate with a non-profit or volunteer organization. As I said before, I have never thought about it. I do have space for volunteers at my farm in Puerto Jimenez. Jaguar Corcovado Tours is a new organization and it would be a great opportunity to collaborate with such organizations. We would need more information about this opportunity to understand how it would work. I think this opportunity would be interesting because we could help the nature, environment and community, which I find this very important for myself and for my organization. There are a lot of activities we could do together with non-profit or volunteer organizations. They have a lot of projects we can also offer in a tour package for example.</p>
<p><b>Non-profit or volunteer organization</b></p>	<ul style="list-style-type: none"> <li>• Transparent</li> <li>• Honest</li> <li>• Trust</li> <li>• Not lazy</li> <li>• Help local community</li> <li>• Community will know</li> </ul>	<p>The most important factor for Jaguar Corcovado Tours would be transparent and honesty. I find those two factors most important because we need to trust the organization. Another factor I find important is an organization which is not lazy because an organization needs to be active when they collaborate with us. I find non-profit and volunteer organization which help the local community the most interesting and important. I find it important that the streets and beaches are getting cleaned, painting schools, mowing the grass from the local soccer field, recycling bins in the communities and create more awareness about the nature and environment at schools. There is already a lot of help in the nature, but there is not as much help at communities or in schools. When the community will have a volunteer at a school or in a other way, the people of the community will know she is here. The people from the community do not know there are volunteers at a turtle conservation or in a wild life sanctuary.</p>
	<ul style="list-style-type: none"> <li>• Want to help people</li> </ul>	<p>The organization needs to help people and wants to help people. I believe it is important our community gets help</p>

	<ul style="list-style-type: none"> <li>• Education knowledge for tourism industry</li> <li>• Increase luck</li> </ul>	<p>because some of us can speak a little English, but it is really bad English. We need to speak it for all the tourists we receive and it would be great if we can start a program to improve the English skills in our community. We need to teach the children, not that I do not want to help the adults, but the children have still better brains and more luck for a better future. Helping the community, will help to increase the peoples' luck.</p>
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### Interview 8

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Has CST</li> <li>• Fulfill standards CST</li> <li>• Earned five leaves</li> </ul>	<p>We earned the certification because we fulfill a standards of the certification. When we applied, we received a lot of questions, which we all answered. Also, we had to give a lot of evidence to prove we deserved the certification. When the organization of the Certification for Sustainable Tourism visit Osa Wild in 2014, they interviewed the staff, and we went over all the standards. After this visit, the organization evaluated Osa Wild and we earned the certification. A lot of organizations earn after their first evaluation maybe two or three leaves, so it is very special Osa Wild earned five leaves after the first evaluation.</p>
	<ul style="list-style-type: none"> <li>• Do not know other</li> </ul>	<p>I do not know other certifications for smaller organizations or for the tourism industry.</p>
	<ul style="list-style-type: none"> <li>• CSR orientated organization</li> <li>• Help community</li> <li>• Not only earning money</li> <li>• Prove we are CSR</li> </ul>	<p>When we started Osa Wild five years ago, we had the idea to start a sustainable and corporate social responsibility orientated organization. We wanted to start an organization which would also help the community and was not only focused on earning money. Back then, we really wanted to prove to our community and clients that we are sustainable and corporate social responsible. Nowadays, everybody claims they have a corporate social responsible, sustainable and green organization. So with the Certification for Sustainable Tourism we can prove that we are truly sustainable and corporate social responsible.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Something you feel in your heart</li> </ul>	<p>I believe sustainability and corporate social responsibility is something that you can feel in your heart or you do not</p>

	<ul style="list-style-type: none"> <li>• Give something back</li> <li>• Profit from our work and live area</li> <li>• Protect nature</li> <li>• Educate locals</li> <li>• Educate tourists</li> </ul>	<p>feel it. Also, I believe that you have to give something back to the community and environment where you work and live in because you profit from them. We provide tours in the beautiful nature of Costa Rica to our tourist, so therefore we have to give something back to the nature. We have to protect the nature and we make sure that we deserve our income in a sustainable and corporate social responsible way. Osa Wild is not over exploiting the nature, we do earn money with our tours in the nature but we are also protecting the nature and we only have local guides which we educate so they can provide all information the tourist has to know to understand why we need to protect the nature.</p>
	<ul style="list-style-type: none"> <li>• We benefit from community, environment and nature</li> <li>• Give something back</li> <li>• Honest and fair business</li> <li>• The only way</li> </ul>	<p>As I mentioned before, it is very important for us because we benefit from the nature, environment and community. We need to give something back to the nature, environment and community. Also, we believe it is a more honest and fair business because we support the local community. We believe sustainability and corporate social responsibility is not only the right way, but the only way.</p>
<p><b>Motivations and arguments</b></p>	<ul style="list-style-type: none"> <li>• Sell tours in local rural community</li> <li>• Educate and support locals</li> <li>• Accommodations from locals</li> <li>• Provide only Costa Rican services and products</li> </ul>	<p>A lot of people on the Osa Peninsula live in a rural area and have special trees, reserves, etc., therefore they cannot exploit their lands for agriculture. Also, they do not know how they can approach the tourists and sell a tour to the tourists. Therefore, we try to sell tours from the local community to the tourists and not only tours in the national park. We explain the local community, who wants to sell tours on their property, how to do it, support them when they grow and develop, and sell tours to our tourists for their property. Besides tours we also offer hotels which are from local families. We only offer accommodations from local people and not from foreigners. Besides our tours and accommodation, we also try to provide everything real Costa Rican. The food is Costa Rican, tourists will have contact with the local community and of course experience the beautiful and unique nature of Costa Rica.</p>
<p><b>Benefits</b></p>	<ul style="list-style-type: none"> <li>• Positive feedback</li> </ul>	<p>The first benefit is the positive feedback we receive from the local community. They are very thankful that we help</p>

	<ul style="list-style-type: none"> <li>• Supported by local community</li> <li>• CSR trend</li> <li>• Appreciation from customers</li> <li>• Receive more tourists</li> </ul>	<p>them and get them involved with the tourists. We feel supported by the local community. The second benefit is maybe more a trend from nowadays. More and more tourists want to travel, accommodate and do tours in a sustainable and corporate social responsible way. They want to support the local communities and the tourists look for us, because they know that we are sustainable and corporate social responsible interest. Most of our clients are aware and appreciate that we have a sustainability and corporate social responsibility policy. Also, a part of the tourist who visit Puerto Jimenez compare the different tour operators in town and book at us because we are more dedicated to sustainability and corporate social responsibility. I can notice the tourist we receive find sustainability and corporate social responsibility very important.</p>
	<ul style="list-style-type: none"> <li>• CSR because of the trend</li> <li>• Do not want to be CSR</li> <li>• Without CST still CSR</li> </ul>	<p>I do know some organizations are also sustainable and corporate social responsible. However, I believe a lot of those organizations are sustainable and corporate social responsible because it is a trend, it increases the sales and they can promote their Certification for Sustainable Tourism. I do not believe they want to be sustainable and corporate social responsible. If the Certification for Sustainable Tourism did not exist, Osa Wild would still be sustainable and corporate social responsible because it is our philosophy. A lot of organization just want to make money and do not see it as a way of life.</p>
<p><b>Perception</b></p>	<ul style="list-style-type: none"> <li>• National park and local community</li> <li>• Offer tours and accommodations</li> <li>• Need to help local community</li> <li>• Costa Rican experience</li> </ul>	<p>We collaborate with the national park and with the local community of course, otherwise we could not offer our tours and accommodations. We collaborate only with the local community for our tours and accommodations because we believe we need to help our local community, and the tourist will receive a real Costa Rican experience in this way.</p>
	<ul style="list-style-type: none"> <li>• ASCONA</li> <li>• Help community</li> <li>• Own volunteers for projects rural community</li> </ul>	<p>Yes, we collaborate a lot with a local Non-governmental organization called ASCONA. For this collaboration, I organize that a group of volunteers come to ASCONA. Those volunteers help ASCONA as much as they can. For example, they help at schools, library, and many other community based activities. Osa Wild also receives</p>

		volunteers, which are different volunteers we receive for ASCONA. The Osa Wild volunteers will help the rural tourism projects and they help the local community at those project.
	<ul style="list-style-type: none"> <li>Interested</li> <li>Help our projects</li> </ul>	Yes, it would be interesting. The rural tourism projects we offer always need help! The local people from those projects do not speak English, do not know how to work with a computer, and many other things. It would be a great opportunity for the rural tourism projects if they could get help from more volunteers.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>Curious in new and different collaboration</li> <li>Help community, nature, animals and environment</li> </ul>	Yes, definitely. I am very curious how we can collaborate in a new and different way, I would be interested to hear more information about that. I believe helping the community, nature, animals and environment is very important in life. And Osa Wild is always busy with helping. A new way would be interesting for this organization.
	<ul style="list-style-type: none"> <li>Committed</li> <li>Wants to help</li> <li>Serious</li> <li>Hard working</li> </ul>	The non-profit or volunteer organization needs to be committed, and the organization, and volunteers, really want to do something. If a volunteer applies for a volunteer opportunity, they need to work and help the community instead of having fun and traveling. This is also for organizations very important, because we are very serious about helping the community and environment. If we will collaborate with another organization, they also need to be as committed as us. They need to show us they want to change and improve the community by hard working. If an organization wants to collaborate with us, we will ask the organization what they want to gain of this collaboration or what can we offer.

### Interview 9

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>Familiar with CST</li> <li>In process for CST</li> <li>Do not know other</li> </ul>	I do know the Certification for Sustainable Tourism. I am trying to get the Certification for Sustainable Tourism for Toucan Travel. I am still in the process to get the I do not know other certifications for the tourism industry.

	<ul style="list-style-type: none"> <li>• Reward for practices</li> <li>• Might stop process</li> <li>• Receive no help</li> <li>• CST is just an image</li> </ul>	<p>We wanted the certification because it gives a reward for our sustainability activities. For example, during our tours we try to be as sustainable as we can. However, we might stop with the process of the CST certification. We work a lot to earn the certification and they do not help us at all with the process. Also, the state and national parks do not help us. In other countries the state will help an organization like mine to get more sustainable. In Puerto Jimenez we have minimal six tour operators and they also stop trying to get the Certification for Sustainable Tourism. If we got the certification, we only have a picture which says we are sustainable and corporate social responsible.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Important</li> <li>• Do something for your environment</li> <li>• Our duty</li> <li>• Next generations</li> <li>• Earn money in community, give something back</li> </ul>	<p>I do think it is very important to be sustainable and corporate social responsible. It is important to do something good for your environment. It is our duty to maintain the beautiful nature around us. It is important that the animals and nature as we know it now, can be seen by our next generations. Furthermore, I believe it is important to help the community we work and live in. We earn our money in their town, so we have to do something back.</p>
	<ul style="list-style-type: none"> <li>• React positive</li> <li>• Do not know they visit us for our CSR practices</li> </ul>	<p>The clients who come here react very positive on our sustainable and corporate social activities. They tell us they like our sustainable and corporate social responsibility policy. However, I think our clients do not visit us in the first place because we are sustainable or corporate social responsible. Also, I do not know if they choose our organization because we have are sustainable and corporate social responsible.</p>
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Recycle</li> <li>• Awareness footprint customers, tours and suppliers</li> <li>• Sustainable and CSR tours</li> <li>• Caminos de Osa</li> <li>• Support local community, education, nature</li> </ul>	<p>Yes, we do have corporate social responsibility activities. First of all, we recycle our trash. Not only our regular trash, but we also recycle our organic waste by bury it in the earth so it will go back to the nature. We encourage all our clients and suppliers to reduce their environmental footprints. We also check the tours we offer if they are sustainable and corporate social responsible. And we also encourage them to be sustainable, corporate social responsible and to reduce their footprints, for example the type of engine or the gasoline use of our boat tours. Also, I collaborate with</p>

	<ul style="list-style-type: none"> <li>• Donations</li> </ul>	<p>Caminos de Osa, which is from the organization called RBA. It wants to boost the competitions along companies and organizations in Costa Rica. Caminos de Osa is an organizations which encourages the social-economic improvement for the community by creating a sustainable tourist destination through cooperation between private, public, academic and non-profit sectors. I believe in those projects because their projects helps everyone. It supports the local community, education and nature. I believe it is important to help everything, so the people, nature and animals. We also support the local high school with donations.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Positive feedback</li> <li>• Circle goes round</li> <li>• People have more success</li> </ul>	<p>I get very positive feedback from the local community. Also, other organizations on the Osa Peninsula also react positive to our sustainable and corporate social responsible policy. As I see it, the circle goes round at the moment. I meet people we helped 12 years ago with a donation, which have more success now.</p>
	<ul style="list-style-type: none"> <li>• Do not believe they have benefits</li> <li>• Not sure if they receive more customers</li> </ul>	<p>I do not believe that organizations receive benefits effects which will also be useful for Toucan Travel. I do not think they will receive more guest because they are more aware of the environment. We do have more corporate social responsible tourism organizations on the Osa Peninsula, however most of them are eco lodges. I know that the tour operator Osa Wild wants to be sustainable, but I do not think they receive more guest because of this. I do not know for sure because I do not know this organization and their clients very well.</p>
<b>Perception</b>	<ul style="list-style-type: none"> <li>• To offer tours</li> <li>• RBA and Caminos de Osa</li> <li>• Help community and environment</li> </ul>	<p>We collaborate with the organizations from our tours. We need them, otherwise we could no work as a tour operator. Also we collaborate with RBA and Caminos de Osa which I mentioned before. Because of RBA and Caminos de Osa we can help the community and environment on the Osa Peninsula. But at the moment we do not have a collaboration with another organization.</p>
	<ul style="list-style-type: none"> <li>• Not with non-profit or volunteer</li> <li>• Never thought about it</li> </ul>	<p>No, we do not collaborate with a volunteer organization or other non-profit organization. We have never thought about other collaborations with such organizations. We support the local community through the RBA and Caminos de Osa. To be honest, we did not consider to</p>

		help other non-organizations or to collaborate with them.
	<ul style="list-style-type: none"> <li>• Interesting</li> <li>• Help community</li> <li>• Help our vision</li> </ul>	Yes, it would. Those organizations can help the community on the Osa Peninsula and therefore I find a possible collaboration interesting for Toucan Travel. Those organizations can help our vision to continue the circle I mentioned before. We cannot help the schoolchildren or other members of the community by ourselves. However, if a non-profit organization or volunteer organization and us can help each other to help this community, I would definitely consider such collaboration.
	<ul style="list-style-type: none"> <li>• Not direct effect</li> <li>• Doing good</li> <li>• Do not promote CSR yet</li> <li>• Collaborate for ourselves</li> </ul>	I do not believe it will have a direct effect on Toucan Travel. But doing something for the community is important for individuals in general. We do not promote our sustainable and corporate social responsibility activities. Maybe if we do that, it may have more benefits for Toucan Travel. However, our main reason to collaborate with a non-profit organization or volunteer organization would be for ourselves.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Doing good job</li> <li>• Organized</li> <li>• Not exploit</li> <li>• Love nature</li> </ul>	The most important thing would be honesty because the organization needs to be honest in their business. If Toucan Travel will collaborate with an organization, we need to know if they are doing a good job, they are good organized and do not exploit their volunteers or non-profit status. But the organizations also need to love the nature. I believe loving the nature is very important in Puerto Jimenez. We live and work on the Osa Peninsula, which has the most beautiful nature and jungles of the world if you ask me.
	<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Transparent</li> </ul>	I would definitely stay with honesty, but also transparent. We need to see and know if the organization is honest about their business and towards the outside world. We need to know how it is organized and if we support such business.

Interview 10

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Familiar with CST</li> <li>• Do not have CST</li> <li>• Do not know other</li> </ul>	<p>Yes, I know the Certification for Sustainable Tourism. Osa Corcovado Tours does not have this certification. I do not know other sustainability and corporate social responsibility certifications.</p>
	<ul style="list-style-type: none"> <li>• Want CST</li> <li>• Not tried yet</li> <li>• Do not know how</li> <li>• Will try in future</li> <li>• Help environment and local community</li> <li>• CST bigger impact customers, tourists</li> <li>• More benefits</li> <li>• More CSR customers</li> </ul>	<p>We would like to earn the Certification for Sustainable Tourism. We have not tried to earn the certification yet because we were always busy and did not invest time in it and we do not know how we can earn this certification. We will try to earn the certification after the high season because we do not have the time right now to invest time in this process. We would like to earn the certification because we like to work, help and be involved with the environment and local community. We want to help our community, other organizations and environment more, but we do not know how we can help them yet. The certification will also have a bigger impact on our clients and the tourists of the Osa Peninsula. I believe the Certification for Sustainable Tourism will also lead to more benefits. Osa Corcovado Tours wants to be more than only another tour operator which has a Certification for Sustainable Tourism. Another benefit of the Certification for Sustainable Tourism will be receiving more clients who are already focused on sustainability and corporate social responsibility.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Important</li> <li>• Deserve to grow and develop</li> <li>• Improve the relationship between tourists and resources in order to give something back</li> <li>• More collaboration</li> <li>• Help environment, community, nature and animals.</li> </ul>	<p>I believe corporate social responsibility and sustainability are very important because everybody and everything should deserve to develop and not only ourselves. The community, nature, animals and environment deserve to develop and grow as well. We need to improve the relationship between the tourists and the community, nature, animals and environment because they need to give something back if they want to use those factors during their holiday. We need to collaborate more with each other, which is not only important for Osa Corcovado Tours, but for everybody. There should be more collaborations between different profit organizations and non-profit organizations to combine our forces. We can help the community, nature, animals and environment more if we work together than if we</p>

	<ul style="list-style-type: none"> <li>• Earn money and live in community</li> <li>• Give something back</li> </ul>	<p>work all individual. We want to help our community, because we earn our money and we live in this community. We need to give the people from our community something back.</p>
	<ul style="list-style-type: none"> <li>• Not important</li> <li>• CSR tourists go directly to CSR organizations</li> <li>• Compare before vacation</li> <li>• Just want to do a tour for lowest price</li> <li>• Do not mention they care</li> </ul>	<p>Our target group does not find corporate social responsibility the most important thing in the world. But I believe the tourist who find corporate social responsibility very important, go directly to a tour operator which is also very corporate social responsible. Also, I believe those tourist compare the different tour operators before they come to Puerto Jimenez. The tourists who do not care about corporate social responsibility go to any tour operator. Those tourists just want to do a tour, most of the times for the lowest price, and do not care about the community or nature. Osa Corcovado Tours does not receive tourists who want to be corporate social responsible, or they do not mention it. I hope we will receive them in the future.</p>
<p><b>Motivations and arguments</b></p>	<ul style="list-style-type: none"> <li>• Local newspaper</li> <li>• Donations</li> <li>• Recycling</li> <li>• Want more practices to help environment, animals, nature and community</li> <li>• Wants more collaborations</li> </ul>	<p>We collaborate with the local newspaper, which is free newspaper for the local community. It is a non-profit activity to help the local newspaper because we find it important that the local people are updated about specific happenings and can communicate with each other. Also, we try to help schools, children, students and other things with support of small donations. We do not have a real plan who we help when and we do not have a budget all the time, but we will help the community if we can. Another activity we have is recycling, which we find very important. I know there are more activities we could do to deserve the Certification for Sustainable Tourism and to become more sustainable and corporate social responsible. Those activities will help the local community, animals, nature and environment. My boss and I want to establish more activities in the future, such as collaborations with organizations and tourists. I know there are different ways to involve the tourists and our clients in sustainability and corporate social responsibility activities. I need to invest more time to develop those activities.</p>

<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Self-satisfaction</li> <li>• No other benefits</li> </ul>	I do not really notice benefits to be honest. I do notice benefits from myself, because when I help others and my community I feel self-satisfied. I do not notice other benefits or receive positive feedback from the community. I do those activities so I feel better about myself.
	<ul style="list-style-type: none"> <li>• Attract more CSR tourists</li> </ul>	I believe those organizations have a lot of benefits because they attract more people. A lot of people search for activities, accommodations and transports which are sustainable and corporate social responsible. I think the activities they perform, and the benefits your receive, would be useful for Osa Corcovado Tours. It would be nice to receive more sustainable and corporate social responsibility tourists.
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Local newspaper, non-profit organization to help community</li> <li>• To offer tours and accommodations</li> </ul>	We collaborate together with the local newspaper as I said before. We collaborate with them because we find it important that the local community will be updated about certain happenings. Also, we work together with accommodations and other organizations we need to provide our tours and travels. We also collaborate with a lot of different tour guides which we need for our tours we offer.
	<ul style="list-style-type: none"> <li>• Remanso de Paz</li> <li>• Helps poor children and communities</li> </ul>	We do not collaborate with a volunteer organization, we do support a non-profit organization. It is not really a collaboration. The organizations is called Remanso de Paz. This organization helps children and communities which are very poor. They help them by providing lunch and dinner to 25 children every day. They do not have any income, but they ask for donation to the communities on the Osa Peninsula. Osa Corcovado Tours tries to support this organization every two weeks with groceries or with other equipment they ask for.
	<ul style="list-style-type: none"> <li>• Do not know how</li> <li>• Interested</li> <li>• To earn CST</li> <li>• Help community and environment</li> </ul>	We have never collaborated with such organizations, so I do not know if it is possible. I do not know how we could work together with a volunteer organization. It would be interesting to hear more information about this possibility. Especially since we want to have the Certification for Sustainable Tourism, it is very interesting to research more about this possibility. Osa Corcovado Tours would be open for it and would do everything to make this collaboration work. It would be

		interesting because we would be more involved with our community and environment. We are very interested to be involved with our community and environment, but we do not have enough knowledge how to practice it in the real life. When the community gets supported, they will grow. If the community grows, we as a tour operator can also grow.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Small organization</li> <li>• Transparent</li> <li>• Bigger tourism organizations promote CST, but can do more</li> <li>• Local community do not benefit from bigger organizations</li> <li>• Prefer honest practices</li> </ul>	I prefer to work with small organizations because I think they are more transparent than bigger organizations. I find it important that I can see how they work and what they actually do. We are a small organization with a small budget and we do what we can do for the community. I believe the bigger organizations in this area could do more for the community or for the environment with programs to support the nature and community. They promote their corporate social responsibility activities, but the truth is they could do better. Those organizations have two faces because they still buy certain products from outside Puerto Jimenez instead of locally. The bigger organizations do all their tours also outside of Puerto Jimenez and their guests do not see anything from Puerto Jimenez except for the airport. Even the nature tours they have is in their own conservation, not in a conservation of a local community or family. The local community does not earn and benefit anything of the guests from the bigger organizations. I think they should not earned the certification because of their two faces. I prefer to do little things, like we do at the moment, but it are honest activities.
	<ul style="list-style-type: none"> <li>• Transparent</li> </ul>	I would say transparent is the most important factor for Osa Corcovado Tours. It is important we know the other organization. We need to know how it works and what it actually does before we can collaborate with them. The organizations cannot have two faces for a collaboration.

### Interview 11

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Familiar with CST</li> <li>• Takes a lot of time</li> <li>• Hard to earn</li> </ul>	I am familiar with the Certification for Sustainable Tourism. We do not have this certification because it is a lot of work and it takes a lot of time to earn this

	<ul style="list-style-type: none"> <li>• Need to improve</li> <li>• Do not know other</li> </ul>	<p>certification. It is very hard to earn the Certification for Sustainable Tourism. We are still figuring out what we need to change more to earn this certification. It is very hard to earn the five leafs, the organizations which have the five leafs are very sustainable and corporate social responsible. I do not know other sustainable and corporate social responsibility certifications.</p>
	<ul style="list-style-type: none"> <li>• More customers</li> <li>• Tourist in Costa Rica are aware</li> <li>• Promotion</li> </ul>	<p>The most important reason is to receive more guests. I think it is even more important in Costa Rica than in other countries because the tourists who visit Costa Rica are very aware of sustainability and corporate social responsibility. If we have this certification, we can promote this certification towards tourists.</p>
<p><b>Beliefs</b></p>	<ul style="list-style-type: none"> <li>• Important for everybody</li> <li>• Help community, children and nature</li> <li>• Next generation</li> <li>• More customers</li> <li>• Adapt to desires</li> <li>• Better quality</li> </ul>	<p>I believe corporate social responsibility and sustainability is very important for everybody on this planet. It is important that we help our community, children and the nature. We need to help each other and make sure that the next generations can experience the beautiful nature as we can experience it today. Also I believe it is good for organizations because it will increase the number of guests. Tourists find it more and more important that organizations are sustainable and corporate social responsible. Tourists compare organizations with each other and choose an organizations based on certifications and corporate social responsibility activities. It is important for organizations to change your hotel activities with this desire. Also, I believe that tourists think sustainable and corporate social responsibility hotels deliver more quality than hotels who are not sustainable and corporate social responsible.</p>
	<ul style="list-style-type: none"> <li>• Obligated to help nature and environment</li> <li>• Work and live in community and nature, need to give something back</li> </ul>	<p>We find corporate social responsibility and sustainability very important because we are obligated to help our community and the nature. We are working and living in this community and beautiful nature of Costa Rica. Therefore, it is important we give something back.</p>
	<ul style="list-style-type: none"> <li>• Not aware</li> </ul>	<p>I believe our guest are not very aware of the importance of corporate social responsibility and sustainability. Just</p>

	<ul style="list-style-type: none"> <li>• Small part aware</li> <li>• Mostly enjoy</li> </ul>	<p>a small part of our guests find sustainability and corporate social responsibility important. Most of our guests usually want to enjoy their vacation in Costa Rica and are not aware or busy with corporate social responsibility or sustainability.</p>
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Recycle</li> <li>• Children of poor families</li> <li>• High schools poor communities</li> <li>• Wants to do more for community</li> <li>• Wants butterfly garden for education</li> </ul>	<p>At the moment we only have the recycling bins. However, sometimes the owner help the children of our community. He helps the children who live in poor families. In December, the owner buys the presents for those children. Sometimes he does this also for high schools in other poor communities. The owner wants to do more for the community and nature in this area. He would like to build a butterfly garden, but it is very complicated to build it. He wants to build a butterfly garden for the children and education in our community. They could learn more about the butterflies and nature of Costa Rica.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Do not know</li> <li>• Tourists find recycling normal</li> </ul>	<p>I do not know if we receive any benefits of our sustainability and corporate social responsibility activities. To be honest, I do not check if we receive benefits and I do not speak with the local community about our activities. I believe tourist find it normal t have recycling bins in hotels, so I cannot say that we receive positive reactions on that as well.</p>
	<ul style="list-style-type: none"> <li>• Do not know</li> <li>• Harder for smaller organizations</li> <li>• More customers probably</li> </ul>	<p>There are bigger hotels in Costa Rica which have big corporate social responsibility activities. I think other small hotels find it also very hard to have corporate social responsibility activities and the Certification for Sustainable Tourism. I do not know exactly what kind of benefits the bigger hotels receive of their corporate social responsibility activities. Most likely, to receive more guest because of their activities.</p>
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Only for tours</li> </ul>	<p>I believe the only collaboration we have is for our tours we provide to our guests. We need to collaborate with rafting organizations or with the Arenal National Park, otherwise we could not offer our tours to our guests.</p>
	<ul style="list-style-type: none"> <li>• ISL and Vida Volunteer</li> <li>• Both volunteer organizations</li> </ul>	<p>The owner collaborates with organizations ISL and Vida Volunteer. ISL is a volunteer organization helping in poor communities. Vida Volunteers is also a volunteer organization with dental, medical and veterinary</p>

	<ul style="list-style-type: none"> <li>• Help poor communities</li> </ul>	<p>programs in poor communities of Costa Rica. Most of the times, the volunteers stay at Hotel Brilla Sol for a couple of days and then they are traveling further to other cities. Those volunteers are not only here to do volunteer work, but also learn something from the culture in Costa Rica and have a little vacation. The two organizations are our clients, but give them a discount to stay in our hotel and for our restaurant. Sometimes we let the volunteers stay for free in our hotel. We give them a discount because we want to help our community with those volunteers.</p>
	<ul style="list-style-type: none"> <li>• Interested</li> <li>• Needs to be new</li> <li>• We need benefits</li> <li>• Helping nature or community</li> <li>• Feel better about ourselves</li> </ul>	<p>We would be interested in this kind of collaboration. It depends on what this collaboration will contains. We already collaborate with ISL and Vida Volunteers, so the new collaboration should be a new kind of collaboration or activity. We are open for new collaborations if it will give Hotel Brilla Sol benefits. Besides our benefits, it is probably also good for the community and nature. It is important to do something for the community, it makes you also feel better about yourself. The owner of this hotel wants to help this area to improve so it will be better. He wants to improve the roads, the entrees, the nature and signs. It is not only good for our hotel, but also for our community.</p>
<p><b>Non-profit or volunteer organization</b></p>	<ul style="list-style-type: none"> <li>• Help community, children, nature and animals</li> </ul>	<p>The organizations wants to help the community, children, nature and animals.</p>
	<ul style="list-style-type: none"> <li>• Positive</li> <li>• Eager to help</li> <li>• Eager to change</li> <li>• Open mind</li> </ul>	<p>The organization which wants to collaborate with our hotel should be positive and need to be eager to help. Also, they need to be eager to change the community, animals, nature and environment. The organizations need to have an open mind to help and change the community because they have to communicate with different parties. The communication is very important. The organizations need to be positive, because when you want to improve something like the community, you will have a lot of setbacks. Also, we prefer to collaborate with organization which have a positive attitude instead of a negative attitude</p>

## Interview 12

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>Familiar with CST</li> <li>Do not know other</li> </ul>	Yes, I am familiar with the Certification for Sustainable Tourism. Hotel Magic Mountain does not have the Certification for Sustainable Tourism.
	<ul style="list-style-type: none"> <li>Want certification</li> <li>Shows you care</li> <li>Represent your organization</li> <li>CST only earned by good deeds</li> </ul>	Yes, we found it important to earn a certification for sustainability and corporate social responsibility. With this kind of certification you can establish yourself as an organization which cares about nature, environment, animals and the community. I believe this certification represent the corporate social responsibility and sustainability beliefs of an organization. Most organizations help the environment, nature or the community in a different way. Therefore, I find the Certification for Sustainable Tourism a good initiative. Organizations who deserve the certification because of their good deeds will earn the certification.
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>Important to help and protect nature, animals environment and community</li> <li>Next generations</li> <li>Benefit</li> </ul>	Hotel Magic Mountain finds it very important to help and protect the nature, environment, animals and community. Our next generations should see nature of Costa Rica how it is today. We need to make sure they can see it, so we have to protect it. We find it also very important to protect the nature because we benefit a lot of the Arenal National Park.
	<ul style="list-style-type: none"> <li>Protect nature</li> <li>Costa Rica receives a lot of aware tourist</li> </ul>	We find sustainability and corporate social responsibility very important because we need to protect our nature. I believe that Costa Rica is very up to date with the corporate social responsibility and sustainability activities. This country receives a lot of tourist who are aware of the importance of corporate social responsibility and sustainability.
	<ul style="list-style-type: none"> <li>Tourists in Costa Rica are aware or CSR</li> <li>Helping community also important</li> </ul>	I believe a lot the tourists who visit Costa Rica are very aware of corporate social responsibility and sustainability, and find it very important. They appreciate our corporate social responsibility and sustainability activities, such as the recycling bins. The guest of Hotel Magic Mountain find helping the community also very important.

<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Programs to help nature, animals, environment, local community</li> <li>• Planting trees</li> <li>• Collect trash</li> <li>• Recycling</li> <li>• Donations</li> <li>• Natural elements</li> <li>• Support orphan center</li> <li>• Participate training CSR</li> <li>• Trying to improve</li> </ul>	<p>We got a lot of programs to help the nature, environment, animals and local community. For example, parents and children who help the environment by planting a tree, collect the trash out of nature or help with recycling the trash. Also, Hotel Magic Mountain does recycle already the trash. Furthermore, Hotel Magic Mountain donate four to five times a year to some charities, communities or nature. We try to help the environment as well by using natural elements instead of using reducing the methane gasses and carbons for example. We also support an organization which helps orphans in La Fortuna by promotion it to our guests. So our guest help to improve the local community of La Fortuna by donations. An organization comes every month to La Fortuna to give a training to several organizations in this area. During this training we learn how we can keep up with competitors, how we can improve the environment and how we can improve ourselves. They try to improve the organizations in this area with a bigger program. Unfortunately, our corporate social responsibility activities are not good enough to deserve the Certification for Sustainable Tourism. Hotel Magic Mountain it trying to improve itself and to get more close to corporate social responsibility activities as soon as possible so we can earn the Certification for Sustainable Tourism.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Feel better</li> <li>• Help environment, people, nature and local community</li> <li>• Customers desire it</li> <li>• Positive reactions</li> </ul>	<p>We practice the sustainability and corporate social responsibility partly to feel better about ourselves. We also really want to help the people, environment, nature and local community. We also notice that our guests wants us to be corporate social responsible and sustainable. The guest leave comments, reviews and surveys where the guests let us know they find it important. We also receive positive reactions on our corporate social responsibility activities such as our program to protect the environment.</p>
	<ul style="list-style-type: none"> <li>• Having knowledge and experience in CSR and sustainability</li> <li>• Lots of activities</li> </ul>	<p>The organizations with certifications have a lot of knowledge and experience in being sustainable and corporate social responsibility. They have a lot of activities, and not only recycling. The organizations which have the five leaves, have also more benefits than</p>

	<ul style="list-style-type: none"> <li>• Prove CSR</li> <li>• Receive donations</li> <li>• More customers</li> <li>• Positive image</li> </ul>	<p>us. They have one or more certifications, they can prove they are sustainable and corporate social responsible, they receive donations for the activities they perform, they have more guests and they earned a more positive image. Since we become more sustainable and corporate social responsible, we also received more guests and more positive reactions. The image of the hotel improved a little bit and we receive a lot of positive feedback since we become more sustainable and corporate social responsible. And I even expect it will all increase more in the future if we become more sustainable and corporate social responsible.</p>
<p><b>Perception</b></p>	<ul style="list-style-type: none"> <li>• Non-profit organizations to help children, local community and protect wildlife</li> <li>• Donations</li> </ul>	<p>We do collaborate with different organizations, but I cannot remember the name of those organizations. The organizations we collaborate with help children and protect wildlife. We collaborate with those organizations because we want to help our community and the nature of Costa Rica. The two organizations are both non-profit organizations. We help those organizations by supporting their programs, we do this mainly with donations.</p>
	<ul style="list-style-type: none"> <li>• No collaboration with volunteer organizations</li> <li>• Never thought about it</li> </ul>	<p>We do not have a collaboration with a volunteer organization yet. We have never thought about collaborating with a volunteer organization before.</p>
	<ul style="list-style-type: none"> <li>• Open for new ideas</li> <li>• CSR is important and helps us</li> <li>• Benefit for hotel</li> <li>• Different nationalities</li> </ul>	<p>I would be curious to hear more about this possibility. We are definitely open for new ideas. We are open for it because we want to become more sustainable and corporate social responsible, such collaborations would help us. But it would be definitely be interesting to hear more about this possibility and to know more about the benefits for Hotel Magic Mountain. It would be interesting to collaborate with a volunteer organization because we like to learn more about different nationalities. If we collaborate with a volunteer organization, we will get the opportunity to meet more nationalities via volunteers. A collaboration with a new non-profit organization would also be a possibility, because as I said before, we want to help the</p>

		community, environment and nature. We could help and benefit from it at the same time.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Both satisfied</li> <li>• Positive image</li> <li>• More customers</li> </ul>	The most important thing would that the organization and Hotel Magic Mountain both get their satisfaction of the collaboration. If we both are satisfied of the collaboration, it will leave a positive image with our guests and other people. If the guests, other tourists and local community see the positive image of us, they will recommend us to other people. So we may receive more guests indirectly.
	<ul style="list-style-type: none"> <li>• Respectful</li> <li>• Transparent</li> <li>• Knowledge</li> <li>• Listen to each other</li> </ul>	The organizations should be respectful, transparent and have knowledge about their field of activity. I find those characteristics most important because we and the other organizations should treat each other with respect and listen to each other wishes. The organization need to be transparent so we can see what kind of work they do and how they do it. If we would collaborate with an organization we need to know this, because it would harm our image if it is a bad organization. Lastly I found it important they have knowledge about their field of activity because we do not have it. We provide them with our knowledge about the tourism industry, with both our knowledge we can help each other.

### Interview 13

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Do not know CST</li> <li>• Do not know other</li> </ul>	I do not know the Certification for Sustainable Tourism and I do not know other certifications for sustainability and corporate social responsibility. I do know other organizations who have a certification for sustainability or corporate social responsibility.
	<ul style="list-style-type: none"> <li>• Want certification</li> <li>• Difficult to earn</li> <li>• Never thought about it</li> <li>• Collaborate with CSR organizations</li> </ul>	We would like to have a certification for sustainability and corporate social responsibility. However, I think it would be very difficult for us to earn this certification. We mainly sell tours, transport and accommodations to our clients. We have never thought to be more sustainable or corporate social responsible as an organization. We do collaborate with organization which treat the environment good and help the community.

		<p>We search for organization which want to help the nature, animals, environment and local community. Some organizations recycle and other organizations help to pick up the trash in La Fortuna. All the organizations we collaborate with, try to be sustainable and corporate social responsible.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Important for tourism industry</li> <li>• Needs nature, environment, animals and local community</li> <li>• Needs to help</li> <li>• Work industry will collapse</li> <li>• Increase tourists</li> <li>• More employment</li> </ul>	<p>I believe it is very important to be corporate social responsible and sustainable in the tourism industry. The tourism industry in Costa Rica needs the nature, environment, animals and the local community to survive. The tourist who visit Costa Rica, come to see these elements. The tourism industry needs to help the nature, environment, animals and local community so they can remain as they are today. If we do not help those elements, the work industry in Costa Rica will collapse. If we do the opposite, and help those elements, we can increase the number of tourists in Costa Rica. And if the number of tourists increases, there will be more employment. Everything is connected with each other because employment is connected with tourism and tourism is connected with the nature, environment, animals and local community.</p>
	<ul style="list-style-type: none"> <li>• Connecting employment, tourism, nature, environment, animals and local community</li> <li>• Need to help</li> <li>• Give something back</li> <li>• Next generations and customers</li> <li>• Employment</li> <li>• For ourselves</li> </ul>	<p>The most important reason is the connection between everything as I mentioned before. We need employment in this area and we only can do this with our tourism industry. The tourism industry is based on tours in the nature, environment and local community. So to work here, we need do something back for the nature, environment, animals and local community. We also need to help the nature and environment for our own employment. Tourists do not want to see a river with a lot of trash, or a national park without any animals. We need to make sure that the beautiful nature of Costa Rica stays the way it is for the next generation and for our clients. We do our corporate social responsibility activities not only that we feel good about ourselves, but also to keep our employment.</p>
	<ul style="list-style-type: none"> <li>• Do not know CSR</li> <li>• Not aware if they care</li> </ul>	<p>I believe most of our clients do not know about sustainability or corporate social responsibility because nobody tells them about helping the community or environment. I cannot say if they care or they do not care</p>

		about corporate social responsibility. Maybe they care about it, but are not aware of it.
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Collect trash Arenal Lake</li> <li>• Collect trash at lake competition</li> <li>• Need to help nature</li> <li>• Benefit from nature</li> <li>• Do something back</li> </ul>	Yes, we have. We go often to the Arenal lake to collect garbage and we participate in a competition at the river. During this competition you have to collect as much trash as you can out of the La Fortuna River, while you sit in a tire, and finish first. A lot of organizations in the area help this competition by donating products and services, which are the prizes you can win. We find it important to help the nature because we benefit from it with our tours. We need to do something back and we do that with this corporate social responsibility activities.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Still have jobs</li> <li>• Electricity use</li> <li>• Feel better about ourselves</li> </ul>	The biggest benefit we notice, is that we still have our jobs. If the nature was full of trash, we would not receive as much clients as we do now. Also the Arenal Lake is also a used to gain electricity, so we need to maintain the lake in a good condition for our own electricity. We do feel better about ourselves because we help the community, but we also do it for ourselves.
	<ul style="list-style-type: none"> <li>• Stronger and better relations</li> <li>• More respect</li> <li>• Positive image</li> <li>• Involved with local community</li> <li>• Bigger impact</li> </ul>	The organizations I know which are very sustainable and corporate social responsible, are much bigger corporations. The benefit I notice from those organizations which I would like for Arenal Evergreen, is that they have stronger and better relationships between other organizations which they collaborate with. The organizations which are more corporate social responsible, get more respect from the collaborating organizations. For example, the bigger organizations organize every year a soccer competition to collect school materials and donate it to a small poor school in the area. This soccer game gets a lot of promotion and the local community is involved during the game. I believe they have created a very big impact with the game because the bigger organizations show their corporate social responsibility activities, receives positive reactions, a positive image, get involvement from the local community and receives more respect from collaborating organizations.

<b>Perception</b>	<ul style="list-style-type: none"> <li>To offer tours, accommodation and transportation</li> </ul>	<p>We collaborate with a lot of organizations. We need to collaborate with them, otherwise we could not offer our tours, accommodations and transportations to our clients. So our collaborations are mainly to gain profit and that we can continue existing as an organization.</p>
	<ul style="list-style-type: none"> <li>Do not collaborate with non-profit of volunteer</li> <li>Never thought about it</li> </ul>	<p>We do not collaborate with a volunteer organization. We do work with other organizations which collaborate with volunteer organizations. We also do not collaborate with a non-profit organization. At the moment, we only collaborate with organizations we can use to offer tours, accommodations and transportations to our clients. We have never thought about collaborating with that kind of organizations.</p>
	<ul style="list-style-type: none"> <li>Interested</li> <li>Help environment, nature, animals and local community.</li> <li>Want benefits</li> <li>More publicity and more positive reactions</li> <li>More positive image</li> <li>Feel better about ourselves</li> </ul>	<p>It would be interesting to collaborate with a volunteer or non-profit organization in the future. We found it very important to help the nature, environment, animals and local community. I would also be interested in how we could collaborate with each other, because we do want to see benefits from this collaboration. Off course we would like to help the world, but we have to receive something for our time and effort we may put in. It would be nice if Arenal Evergreen get more publicity and positive reactions due to sustainability and corporate social responsibility activities. Also the local people may get a more positive image of our organization if we help them with a collaboration with a volunteer or non-profit organization. I believe if we collaborate with such organization we will also feel better about ourselves.</p>
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>Need to care</li> <li>Want to help animals and community</li> </ul>	<p>The most important would be caring about others. They need to care about people and animals, and also want to help them. Also, they need to help the animals and community because we have a lot of street dogs and poor communities which need help in Costa Rica. I find this the most important because we care about people and animals, if we collaborate with a non-profit or volunteer organization, they need to have the same love. If our collaboration is about helping, we should both help equally. I believe caring and helping animals, people and the nature is a very important part of life.</p>
	<ul style="list-style-type: none"> <li>Need to care about animals,</li> </ul>	<p>I would stay with caring. They need to care about the animals, nature, people and environment. They need to</p>

	nature, people and environment	give love to those who do not receive it or are poor. We need to help our community who cannot survive on their own. I believe the organizations we may work with, should have the same vision as us about it.
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#### Interview 14

Subject	Label	Fragment
Certification	<ul style="list-style-type: none"> <li>Familiar with CST</li> <li>Does not have CST</li> <li>Biggest and most desired certification</li> <li>Do not know other</li> </ul>	Yes, I know the Certification for Sustainable Tourism but Iguana Lodge does not have this certification. I do not know other certifications for sustainability or corporate social responsibility. The Certification for Sustainable Tourism is the biggest and most desired certification in Costa Rica.
	<ul style="list-style-type: none"> <li>Want certification</li> <li>Tried in the past</li> <li>Can find us more easily</li> <li>Teach customers and employees</li> <li>Costs a lot of money</li> </ul>	Yes, we would like to have a certification for sustainability and corporate social responsibility. However, we cannot earn it at the moment because we are in the middle of a lawsuit about a conservation. So we cannot start the process to earn the certification until the lawsuit is over. We have tried to earn it in the past, but we did not earn it at the time. We were not sustainable and corporate social responsible enough. We would like to earn this certification because new tourists who search for a sustainable and corporate social responsibility can find us more easily. It would also to give us the opportunity to teach our guests and employees how sustainability and corporate social responsibility is good for the environment, nature, animals and local community. But is very difficult , and it costs a lot of money, to earn the Certification for Sustainable Tourism.
Beliefs	<ul style="list-style-type: none"> <li>Important to help community</li> <li>Protect animals, environment and nature</li> <li>Take care and protect our community</li> <li>Next generations</li> </ul>	We find it very important to be sustainable and corporate social responsible. It is very important to help the local community and to protect the animals, environment and nature of Costa Rica. I believe everybody should do it, not only the people but also organizations and the government. We live in this beautiful country with the local community, so we need to take care of it and protect it. Not only for ourselves, but also for the next generations.

	<ul style="list-style-type: none"> <li>• Nature is important in Costa Rica, for local community and organizations</li> <li>• Tourism industry depends on it</li> <li>• More awareness</li> <li>• Start to care about CSR</li> <li>• Learn treatment nature and environment</li> </ul>	<p>In Costa Rica and especially on the Osa Peninsula, nature is the most important thing. It is the most attractive thing we have in this part of Costa Rica. The nature is very important for not only the local community, but also for the organizations here. The tourism industry depends on the nature of the Osa Peninsula. If the local community and the organizations in the tourism industry start to think about sustainability and corporate social responsibility, it will be good for the environment. It will help a lot if more people start to care about corporate social responsibility and sustainability. I hope eventually everybody will care about corporate social responsibility and sustainability. People have to learn how to treat the nature and environment.</p>
	<ul style="list-style-type: none"> <li>• Ask about practices</li> <li>• Have knowledge</li> <li>• Real conversations with customers</li> </ul>	<p>When the guests arrive here, they ask us about our recycling program, sustainability or corporate social responsibility activities. Most of our guests have the knowledge about sustainability and corporate social responsibility. If a guest wants to throw away a can or a plastic bottle, they ask us where the recycling bins are. We never talk with the guests about sustainability and corporate social responsibility until they are in the hotel, but when they are here, we like to talk and have real conversations with our guests. We talk a lot about recycling, nature, environment, sustainability, local community, animals, and many other subjects.</p>
<p><b>Motivations and arguments</b></p>	<ul style="list-style-type: none"> <li>• Recycle</li> <li>• Pay trash transportation</li> <li>• Clean beach with employees and customers</li> <li>• Motivate customers to be CSR</li> <li>• Library</li> <li>• Workshops</li> <li>• Important to help world and local community</li> <li>• Help nature and environment</li> </ul>	<p>We recycle all our trash and we pay the transportation of our trash to the recycling center in Puerto Jimenez. We want to pay for the transportation because we want to help our community and it will save the recycling center money which they can invest in more employees or other things. Other activity we have, is cleaning the beach next to the Iguana Lodge with all the employees and with the guests. We want to motivate our guests to be corporate social responsible by collecting trash from the beach and in return they get a free drink from the hotel. We want to clean the beach because we want to help the nature and environment. The owners opened the library in Puerto Jimenez years ago and still help them a lot by asking our guests to bring books from the United States, so they can donate it to the library. Also,</p>

	<ul style="list-style-type: none"> <li>Educate children understanding CSR</li> </ul>	<p>the owners still pay an employee to work in the library and they provide workshops about recycling and other environmental education in the library. We want to help the children and the local community with the library because we need to educate the children, so we can get the importance of sustainability and corporate social responsibility in the mind of the children. If they understand the importance, they will never forget it and practice it their entire life. We find it important that the next generations have more knowledge about sustainability and corporate social responsibility, so the world we also become and stay a better.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>Clean beach</li> <li>Appreciation</li> <li>Customers wants to help</li> </ul>	<p>We notice that our beach is clean because our employees and guests clean it. Our guests appreciate our concern and activities, and they want to help to clean the beach without even asking their help. Our guests love the nature and they have knowledge about sustainability, corporate social responsibility and the environment. They also find our activity in the library very good and want to help them. We receive a lot of books from our guests. Our guests help us a lot with our sustainability and corporate social responsibility activities.</p>
	<ul style="list-style-type: none"> <li>Do not know</li> <li>Different target group</li> <li>Promote CSR</li> <li>CSR customers goes to them</li> </ul>	<p>I think organizations like Lapa Rios receives a lot of benefits of their corporate social responsibility activities but I cannot tell you exactly what kind of benefits they receive. They have a different target group than the Iguana Lodge, so I cannot say if the receive more guest, or that their guest come back to Lapa Rios because of their corporate social responsibility activities. The only thing I do know, is that they promote their corporate social activities a lot, so I think people who are interested in that will go to Lapa Rios for the activities. The Iguana Lodge do not promote our sustainability and corporate social responsibility activities with our guests or before the guests come.</p>
<b>Perception</b>	<ul style="list-style-type: none"> <li>For tours, yoga, transport etc.</li> <li>Library to help community</li> </ul>	<p>Yes, we collaborate with different kind of organizations. We need to collaborate with them to offer tours, transportations, yoga lessons and other activities to our guests. We also collaborate with the organizations which is in charge of the library. We give this organization the</p>

		books and donations for the library. She decide if the books are appropriate for the library and checks if the book is already in the library. We want to collaborate with this organization to help the local community and the children.
	<ul style="list-style-type: none"> <li>• Donation</li> <li>• In past helped high school</li> <li>• Not enough financial</li> </ul>	We give sometimes donations to non-profit organizations. In the past, the owners helped the children at high schools. We do not do this nowadays, because we cannot help them at the moment financially. They helped the children to study at an university after high school. The owner of this hotel also volunteered at the high school in town as a English teacher because they did not have a English teacher before. The owners love to help the children and to make sure they have the chance of a better future. We do not collaborate with other non-profit or volunteer organizations.
	<ul style="list-style-type: none"> <li>• Interested</li> <li>• Help people, nature and environment</li> <li>• Children change for better future</li> </ul>	It would be interesting to hear more about a new collaboration between the Iguana Lodge and a non-profit or volunteer organization. I think it would be interesting because we like to help people, give the children a chance to get a better future, help the environment and nature. We want the children to be good in the future and not get involved with drugs.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Focused</li> <li>• Want to help</li> <li>• Serious and responsible</li> <li>• Organized</li> </ul>	The organizations need to be focused because they need to do their job correctly and take also responsibly of their actions. A non-profit and volunteer organization need to want to do their work, because they should want to help the people or nature. Nobody should make them do their jobs, they need to want it themselves. They need to like the job instead of feeling forced to do it. The organizations also need to be serious about their jobs and be responsible about their actions. If they are not serious, we do not collaborate with them again. Before we will collaborate with an organization, we need to talk a lot with each other to understand each other business and also to see if they are serious enough. We need to know how and why they help the community, nature, environment, etc. and to get all our questions answered. I believe the organizations should be organized to do good business and if they want to collaborate with us.

	<ul style="list-style-type: none"> <li>• Focused</li> <li>• Serious</li> </ul>	<p>I would stay with focused and serious. As I explained before, I believe it is very important an organization needs to do their job correctly and need to like the job they are doing. We would like to collaborate with a non-profit or volunteer organization, but they should also want to collaborate with us. We both need to be focused and serious to accomplish as much as we can.</p>
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### Interview 15

Subject	Label	Fragment
Certification	<ul style="list-style-type: none"> <li>• Familiar with CST</li> <li>• Only interested in earning money</li> </ul>	<p>Yes, I am familiar with the Certification of Sustainable Tourism. It seems to me most organizations are only interested in making more money than in helping the environment, local community or nature. I do not know other certifications.</p>
	<ul style="list-style-type: none"> <li>• Do not have CST</li> <li>• Tried in the past</li> <li>• Costs lot of money</li> <li>• Disappointed rating</li> </ul>	<p>We do not have the Certification for Sustainable Tourism. We have never tried to earn this certification to be honest. I know the process is very difficult and cost a lot of money. Also, I found the Certification for Sustainability rather disappointed because it seems your rating determines on how much you pay.</p>
	<ul style="list-style-type: none"> <li>• Would be nice</li> <li>• Do not matter</li> <li>• Not many tourists care</li> </ul>	<p>It would always be nice to have a certification, however I do not think it matters too much if you have one or not. I believe not many tourists place a lot of emphasis on these ratings, maybe only a few tourists.</p>
Beliefs	<ul style="list-style-type: none"> <li>• Important</li> <li>• Inform importance towards our customers</li> <li>• Tourists are not major problem</li> </ul>	<p>I believe corporate social responsibility and sustainability are very important to us. We always tell our guests to minimize their impact, so the physical, natural, cultural and economic settings stay indigenous. I do not think the tourists are a major problem for the environment, nature and local community. I believe tourists tend to have a better understanding of what is good environmental practices than the ignorant masses.</p>
	<ul style="list-style-type: none"> <li>• Help and protect environment, nature and local community</li> <li>• For myself</li> </ul>	<p>I found it important to be sustainable and corporate social responsible to help and protect the environment, nature and local community. I find it important for myself, especially because I am a graduate environmentalist. However, it seems to have a government overtone, I don't trust anyone, there is too</p>

	<ul style="list-style-type: none"> <li>• Too much corruption in Costa Rica</li> </ul>	<p>much corruption in Costa Rica, it's often not what you do but more who you know.</p>
	<ul style="list-style-type: none"> <li>• Not important</li> <li>• Need to care more about CSR</li> <li>• No knowledge</li> <li>• Has to listen to the wishes of customers</li> </ul>	<p>I believe that my guests do not find corporate social responsibility and sustainability very important in general. I wonder myself why ecotourism is so important and why non-environmental practices of the local population is not. I would like to see more involvement between the tourists and local community. I believe there is more than only sustainability. I wish tourists would care more about corporate social responsibility, but I am afraid they have not got the knowledge about this. I believe the tourism industry can have an influence on the local community, but they have to listen to the wishes of their guests.</p>
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Recycle</li> <li>• Biodegradable cleaning products</li> <li>• Environmental creed in rooms</li> <li>• Important to me, not for leafs</li> </ul>	<p>I am a graduate environmentalist, so I found it important that we recycle, use biodegradable cleaning products, we post an environmental creed in each room, we are on town sewers so we have no choice where the toilets flush to. However I do those activities because it is important to me to do something good for the environment, not for certain stars of leafs.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• For myself</li> <li>• Positive reviews</li> </ul>	<p>I do those activities mainly for myself and not for my tourists. I do not believe I will receive more guests if I promote my sustainable and corporate social responsibilities. The only benefit I do notice of my actions are some positive reviews on Tripadvisor.</p>
	<ul style="list-style-type: none"> <li>• Do not know any activities and benefits</li> </ul>	<p>To be honest, I do not research how my competitors work or waste my time on their corporate social responsibility activities. I would not know what kind of activities they would have and if they are successful or not.</p>
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Organizations for tours, golf, rental cars and transport</li> </ul>	<p>I have not many collaborations. I only collaborate with organizations I have to collaborate with those organizations so I can offer tours, golf packages, transportations and rental cars to my guests.</p>
	<ul style="list-style-type: none"> <li>• No collaboration</li> <li>• Never thought about it</li> </ul>	<p>I do not have a collaboration with a volunteer or non-profit organization. To be honest, I have never thought about any collaboration because I associate it with less</p>

	<ul style="list-style-type: none"> <li>• Less profit</li> <li>• Volunteers get discount</li> </ul>	profit. However, I do give a discount to volunteers who stay at Adventure Inn. This is not something organized with a volunteer or non-profit organization.
	<ul style="list-style-type: none"> <li>• Critical</li> <li>• Good plan</li> <li>• Make profit</li> </ul>	I am a very critical person, so a non-profit or volunteer organization has to come up with a very good plan if I would collaborate with them. The bottom line is I need to fill rooms to make a profit. Also I am already doing what I can to help the environment, and educate people. My Adventure Inn is a business and the pressures of paying taxes and wages and electricity and keeping guests happy is infinitely more important than doing something for the environment, nature or local community.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Make profit</li> <li>• Survive for myself</li> <li>• Help local community and environment</li> <li>• Innovative idea</li> </ul>	The most important thing for me is that I still can fill my rooms and let me make a profit to survive. I would like to help the environment and local community, but I found it more important to survive for myself at the moment. So if there is a non-profit or volunteer organization which wants to collaborate with me, they have to come with an innovative idea, which also means more profit for me.
	<ul style="list-style-type: none"> <li>• Making profit</li> </ul>	The most important thing for me would be making profit for my organization. If the volunteer or non-profit organizations can manage that, I would collaborate with them. I like to help the environment and local community, but as I said before, I found it more important to survive for myself.

### Interview 16

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Do not know CST or other</li> <li>• Not involved with certifications</li> </ul>	No, I am not familiar with the Certification for Sustainable Tourism. I do not know another sustainability or corporate social responsibility certifications. We are just a small bed and breakfast, and to be honest, we are not that involved with certifications.
	<ul style="list-style-type: none"> <li>• Do not know</li> <li>• Need more information</li> </ul>	I do not know if I would like a certification for sustainability or corporate social responsibility because I am not sure where does certifications stand for. First, I should learn more about those certifications about the

	<ul style="list-style-type: none"> <li>• Finds CSR and sustainability important</li> </ul>	<p>content, costs, benefits, etc. before I would apply for one. I find sustainability and corporate social responsibility very important, so I believe I should invest more time in this possibility.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Very important</li> <li>• Work together</li> <li>• Necessary to continue living</li> <li>• Help animal, local community, environment of Costa Rica</li> </ul>	<p>I believe it is not just important, it is very important. However, to gain the most out of sustainability and corporate social responsibility, I believe we must work together. Sustainability and corporate social responsibility are necessary because otherwise we would not be able to continue to live in this beautiful world. We need to help the local community, animals, environment and nature of Costa Rica.</p>
	<ul style="list-style-type: none"> <li>• Protect and take care of nature and environment</li> <li>• Next generation</li> <li>• Collaboration is needed but difficult</li> </ul>	<p>We love the beautiful nature of Costa Rica and the environment we live in. I believe it is important to protect and take care of the nature and environment so that our children and grandchildren can experience it one day. If we do not protect via corporate social responsibility and sustainability, I am afraid the world will be very different than it is today. It is already changing a lot, therefore we have to help where we can. Unfortunately, we cannot do this individually and it makes us collaborate with each other. And I remember we live in a world where working together can be very difficult.</p>
	<ul style="list-style-type: none"> <li>• Just vacation or passing through</li> <li>• Not looking for it</li> <li>• Do appreciate it</li> </ul>	<p>Our guests just want to spend their vacation at our bed and breakfast or they just want to sleep before they go to the national park. We do not promote our corporate social responsibility activities towards our guests, because I believe they are not looking for this. If we talk to our guests when they stay at us, they appreciate we have sustainability and corporate social responsibility activities.</p>
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Proper waste management</li> <li>• Recycle, compost</li> <li>• Educate customers</li> <li>• Less water bottles</li> <li>• Collect rainwater</li> <li>• Cold water shower</li> </ul>	<p>We want to help the environment with our organization. Therefore, we do apply proper waste management, recycle, compost our organic trash, and some more activities. We choose to compost our organic trash instead of burning it because of the released substances. On our property, we also have recycling bins for our guests. We educate our guests to use the recycling bins and why we find it important to do that. Furthermore,</p>

	<ul style="list-style-type: none"> <li>• Pick up trash in community to help</li> <li>• Do not know how to help animals, nature and local community</li> </ul>	<p>we provide filtered water so the guests do not have to buy a lot of plastic bottles. Also, we have a proper and new septic system and we collect rainwater which we use for our house if it is available. And the last activity we have is the cold water showers, only if a guest demand on hot water, we provide it. Also, we pick up the trash once a week for one year now. We pick up the trash in our community and bring it to the recycling center. Not everyone in de local community is aware of the importance of recycling or is able to do it. We do not have other activities concerning animals, nature or the local community yet. We find it important, however we do not know how to do it and when.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Continue living</li> <li>• Ourselves, local community and future tourists</li> <li>• Positive reviews</li> </ul>	<p>The activities we practice is to continue living in the beautiful Costa Rica as it is today. We do it for ourselves, the local community and the future tourist who want to see and live in this sustainable area. Also we receive positive reviews of our corporate social responsibility activities from our guests and they appreciate we are concerned about the environment and take actions. Also, most people in our community appreciate we pick up their garbage and bring it to the recycling center because not everybody is able to do it or they are annoyed about the trash of others.</p>
	<ul style="list-style-type: none"> <li>• Receive a lot of customers because of own conservation and CSR practices</li> <li>• Promote CSR</li> <li>• No budget</li> <li>• Keep improving</li> </ul>	<p>We do not have a lot of competitors in the area which are very corporate social responsible. I do know Lapa Rios, this organization receives a lot of guests because they have their own conservation and other sustainable and corporate social responsibility activities. I appreciate the activities of this organization because it helps us to maintain the current environment. I believe they receive a lot of guest because they promote a lot of their sustainability and corporate social responsibility activities. This benefit I would definitely want for Casita Corcovado, however we do not have the financial budget as Lapa Rios. This organization is very big and receive a lot more guests than us. If we had a bigger budget, I would also provide more corporate social activities and promote them. However, we keep on trying and improving our corporate social responsibility activities.</p>

<b>Perception</b>	<ul style="list-style-type: none"> <li>• Offer tours</li> </ul>	We have collaborations with other organizations so we can offer different tours to our guests. We want to provide this service to our guests because I believe it is better for our image.
	<ul style="list-style-type: none"> <li>• Do not collaborate</li> <li>• Small organization</li> <li>• Not much to offer</li> </ul>	We do not collaborate with a non-profit or volunteer organization. We are just a small organization and I believe we do not have much we can offer to those organizations. Maybe if we were a bigger organization, we would collaborate with a non-profit or volunteer organization.
	<ul style="list-style-type: none"> <li>• May be possibility</li> <li>• Need more information</li> <li>• Open</li> <li>• Help environment, nature and local community</li> </ul>	Maybe it would be a possibility, but I have not got enough information about this possible collaboration to decide right now. If a non-profit or volunteer organization wants to collaborate with us, we would be open for it because we love to help nature, environment and local community.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Organized</li> <li>• Trust</li> <li>• Doing good business</li> </ul>	The non-profit or volunteer organization needs to be organized. If an organization wants to collaborate with us, we need to know if we can trust them and if they do good business. We have some expectations, like keeping their appointments, work with structure and understand what is going on in your organization.
	<ul style="list-style-type: none"> <li>• Organized</li> </ul>	I will stay with good organized. I have seen enough organizations which are not good organized and it is really annoying. They do not know how to run a business, and if we collaborate, it will affect our organization.

### Interview 17

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Familiar with CST</li> <li>• Do know others, not as popular in Costa Rica as CST</li> </ul>	Yes, we are familiar with the Certification for Sustainable Tourism. I do know other corporate social responsibility and sustainability certifications, but I cannot remember the names of those certifications. They can also be earned by organizations, but this certification is not that big and popular in Costa Rica as the Certification for Sustainable Tourism.

	<ul style="list-style-type: none"> <li>• Do not have certifications</li> <li>• More important to practice CSR</li> <li>• Waste time on process</li> <li>• Not a marketing tool</li> </ul>	<p>Costa Rica Expeditions does not have any certification. We do not have any certification because we find it more important to be sustainable and corporate social responsibly, instead of wasting our time in the process of getting a certification and just using it for our marketing. We still believe and follow a statement our founder Michael S. Kaye once said: We focus on sustainability for its own sake rather than as a marketing tool. We do not participate in dubious certifications or carbon offset schemes.</p>
	<ul style="list-style-type: none"> <li>• Do not want certification</li> <li>• Rather practice CSR</li> </ul>	<p>We do not want any kind of certification that implies dealing with government of private time and money demanding bureaucrats. We rather spend funds in salaries, social projects or doing sustainable and corporate projects in our hotels, communities or office. As I said before, we found it more important to be sustainable and corporate social responsible instead of wasting our time and money in the process of just getting such certifications.</p>
<p><b>Beliefs</b></p>	<ul style="list-style-type: none"> <li>• Important to help environment, community, nature and animals</li> <li>• Profit from it with tours</li> <li>• Give something back</li> <li>• Next generations</li> </ul>	<p>We believe in corporate social responsibility and sustainability, however we are not publishing it in order to use it as a marketing tool. We find it very important to help factors as our community, the nature, animals and environment. We benefit from those factors in our organization with our tours, therefore we find it important to do something back. We have to make sure we protect and help the nature, environment and animals, so our next generations can still see it for themselves. If guests or other organizations ask about our corporate social responsibility and sustainability beliefs and activities, we will off course explain it clear and ample to them.</p>
	<ul style="list-style-type: none"> <li>• Do better for our world</li> <li>• Support animals, environment, nature, employees and communities.</li> <li>• Have to take care</li> </ul>	<p>We find it very important because we want to do the things better in our world. We want to support our environment, employees, animals, nature and communities. We need to help so the world can become a better place. It is our belief that we need to help those factors. We do not live alone on this planet, you have to take care about all the other factors.</p>

	<ul style="list-style-type: none"> <li>• No idea</li> <li>• Do not promote</li> <li>• Small part teach English</li> <li>• Cost and quality is more important certification</li> </ul>	<p>I have no idea how our target group thinks about corporate social responsibility and sustainability because we do not advertise it or use marketing strategies. Only 10 percent of all our guest apply to teach English In Tortuguero. We investigate with our other lodges that the number of guests who desire an organization with a certification is minimum. At the end, tourists compare organizations based on cost and quality instead of the sustainability and corporate social responsibility activities or an organization.</p>
<p><b>Motivations and arguments</b></p>	<ul style="list-style-type: none"> <li>• Important to help local community, environment, animals and nature.</li> <li>• Responsible employer</li> <li>• Local personnel</li> <li>• Courses and training for staff</li> <li>• Low growth policy</li> <li>• Fundación Tortuguero</li> <li>• Earth Equilibrium</li> <li>• Solar System</li> <li>• Recycle</li> <li>• Biodegradable products</li> <li>• Encourage customers to be CSR</li> <li>• Own conservation</li> </ul>	<p>Yes, we have corporate social responsibility activities at our organization. We have those activities because we believe it is important to help the local community, environment, nature and animals. Firstly, we are a responsible employer because all employees receive social security, salaries above law minimum, profit sharing program for employees who work for longer than six months at our organization, vacation and Christmas bonuses. We try as much as we can to use only local personnel from the area where our lodges are localized. Furthermore, we provide technique refreshment, CPR, First Aid, prevention and firefighting training for our local guides, captains and personnel of the lodges. Furthermore, we have a low growth policy for our lodges to help our local community. We were part of the Fundación Tortuguero which helps the local community of Tortuguero. For example, build a Children Center and Nursery, remodel areas, build restrooms at schools, build soccer facilities, teach English, and build a bridge to the National Park. Our guest can teach local children English via a program of this foundation. We supported this program because we find it important to help our community. We also collaborate with Earth Equilibrium, to support the community of San Francisco de La Boca with donations from our guests. Furthermore, we have a solar energy system for heating water, we use regular salt instead of chlorine in our swimming pool, we recycle our trash, we send our recycled trash to the recycling center and we use biodegradable and environmental friendly products like soap detergents and cleaning proudest. If we need to fumigate the hotel, we only use environmental friendly and biodegradable</p>

		<p>products. Furthermore, all of our boats have four-stroke engines, we collect the oil from the boat engines to process in San Jose and we take out our used oil from the kitchen to be turned into Bio diesel. We encourage our guests to turn off the lights in their room if they it is not necessary to save energy and we only wash their towels and sheets every other day to reduce the use of water and energy. Finally, we own a conservation with old forest growth and secondary growth as a reserve. We contribute with our reserve with local programs of research, for example bird watching and sea turtle conserve.</p>
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Happy, stable and proud staff</li> <li>• Good relations</li> <li>• People want to work for us</li> <li>• Knowing you do your best</li> </ul>	<p>The main benefit we notice is our very happy stable staff and they proud to be a part of Costa Rica Expedition. Another benefit is the good relationship between Costa Rica Expedition an adjacent organizations. We also notice that the people that seek for us to work, usually know us well and really want to join our organization. The last benefit we notice is the satisfaction of knowing that you are doing your best to improve the community and environment.</p>
	<ul style="list-style-type: none"> <li>• We do not compare ourselves</li> <li>• Only want to help while selling tours</li> </ul>	<p>To be honest, I have no idea at the moment. We do compare ourselves with other organizations and competitors. We only want to help our community and environment while we sell our tours and accommodations. We find that more important than a research about the benefits our competitors receive.</p>
<b>Perception</b>	<ul style="list-style-type: none"> <li>• Foundation Proparques</li> <li>• Foundation Tortuguero</li> <li>• Equilibrium</li> <li>• Non-profit</li> <li>• Live more friendly</li> <li>• Support local community</li> <li>• Help environment</li> <li>• Do not expect benefits from it</li> </ul>	<p>Yes, we also collaborate with Foundation Proparques. It is a non-profit organization just like Equilibrium and Foundation Tortuguero. Foundation Proparques is a organizations which identify, research and implement the sustainability of national parks on long term. earthquilibrium.org is an organization has projects how we can live more friendly on our planet. Foundation Tortuguero support our local community. We collaborate with them because we found it important to help them. We want to help our local community, other poor communities and our beautiful environment. As I mentioned before, we find it very important to help so the world can become a better place. We collaborate with those organizations without expecting to receive</p>

		any benefits. We only collaborate with them to help our world. We do have the benefit of managing and canalizing of guests' donations into community related projects due to our collaborating with Equilibrium.
	<ul style="list-style-type: none"> <li>Interested how we can help nature, communities and environment</li> </ul>	It would be a possibility, but we do already collaborate a lot with other organization. I would find it interesting to hear what our collaboration can accomplish and what we could achieve for the environment, nature and communities.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>Transparent</li> <li>Not bureaucratic</li> <li>Not involved with government</li> <li>Certain beliefs and values</li> <li>Use skilled locals</li> <li>Open for new ideas</li> </ul>	I found it important the organizations are transparent, not tons of bureaucratic employees and is not involved with governmental projects. If a volunteer organization wants to collaborate with us, it would be a possibility. However we have certain beliefs and values. We do not believe 20 unskilled students should build a classroom in a community where there are also 20 jobless skilled locals watching. It would be better if we could be the skilled locals and provide more jobs. For medical doctors, surgeons, ophthalmologists, dentists, etc. it would be a different story. Their skills are needed in our community and will lead to direct benefits for our members of the community. We believe in this kind of volunteer tourism. If you can offer us a new collaboration, we are open for new ideas. I would be curious to that.
	<ul style="list-style-type: none"> <li>Transparent</li> <li>Not bureaucratic</li> <li>Not involved government</li> <li>Honest</li> </ul>	They need to be transparent, not tons of bureaucratic employees and is not involved with governmental projects. We want a honest collaboration, without any governmental parts. We want a transparent collaboration, so that we know with what kind of organization we collaborate with.

### Interview 18

Subject	Label	Fragment
<b>Certification</b>	<ul style="list-style-type: none"> <li>Familiar with CST</li> <li>Knows other certifications</li> </ul>	Yes, I know the Certification for Sustainable Tourism. I do have a lot of certifications and awards, but they are not all for sustainability and corporate social responsibility.

	<ul style="list-style-type: none"> <li>• Four leafs of CST</li> <li>• Very aware of CSR</li> <li>• A lot of programs to help community and environment</li> </ul>	<p>Yes, GAIA Hotel &amp; Reserve has earned the four leafs of the Certification for Sustainable Tourism. We are very aware of corporate social responsibility and sustainability, for example cultural programs, programs against drugs and programs to release scarlet macaws. We have a lot of different programs to help the community and environment.</p>
	<ul style="list-style-type: none"> <li>• Appreciation for activities</li> <li>• Distinguish ourselves</li> </ul>	<p>We find it very important to earn certifications because our corporate social responsibility and sustainability activities receive the appreciation they deserve. Also we can distinguish ourselves from our competitors who do not have a certification and/or corporate social responsibility activities.</p>
<b>Beliefs</b>	<ul style="list-style-type: none"> <li>• Essential</li> <li>• Adapt to CSR and sustainability</li> <li>• Organizations and households</li> <li>• Help community and environment</li> <li>• Protect nature of around hotel</li> <li>• Profit of our community</li> </ul>	<p>I find it essential for an organization, or individual, to be sustainable and corporate social responsible. We must adapt to the principles of sustainability and corporate social responsibility. Not only in a organizations, but also in the households. We find it important to help the environment and community. Our hotel is located in the beautiful nature of Costa Rica and it is our duty to protect it. We find it also our duty to help our local community since we profit of their environment.</p>
	<ul style="list-style-type: none"> <li>• Way of doing business</li> <li>• Need to help community and environment because we profit from it</li> </ul>	<p>Corporate social responsibility is not just important for GAIA Hotel &amp; Reserve, it is our way of doing business. Our believe is that there is no other way to do business. As I said before, we find it very important to help our community and environment because we profit and benefit from it.</p>
	<ul style="list-style-type: none"> <li>• CSR is a vision</li> <li>• Important in tourism industry</li> <li>• Enjoy vacation</li> <li>• Positive response on CSR</li> <li>• Not all are aware</li> </ul>	<p>We believe corporate social responsibility is more a business vision, which is especially important in the tourism industry. However, we are also a five star hotel with a lot of luxury. We receive a lot of guests who wants to enjoy their vacation in our luxurious hotel with high service. We receive positive response from our guests if they see how corporate social responsible we are. However, as I said before, we do not promote our</p>

		activities. Therefore, I believe not all of our guests are aware of our corporate social responsibility activities.
<b>Motivations and arguments</b>	<ul style="list-style-type: none"> <li>• Decrease impact</li> <li>• Reduce footprint</li> <li>• Program and education against drugs</li> <li>• Release scarlet macaws</li> </ul>	We have corporate social responsibility practices because we want to decrease our potential impacts of our organization. We have the program against drugs, we collaborate with this project because everybody deserve a good and healthy future. The local community with problems can visit our weekly AA meetings in our hotel. We educate them the health risks and other disadvantages of drugs. Also, we have a program to release the scarlet macaws. This program is authorized by the MINAE, the Ministry of Environment and Energy in Costa Rica. During this program the macaws can recover and we release them back in the nature if they are strong enough to survive in the wild nature. Because of the MINAE, we were able to build an incredible cage for the macaws. At the moment, we are in the process for a new building for the macaws in Carara in Costa Rica.
<b>Benefits</b>	<ul style="list-style-type: none"> <li>• Reduce impact</li> <li>• Feel better about ourselves</li> <li>• Do not promote</li> <li>• Practice is most important</li> <li>• Customers find organizations via certifications</li> </ul>	We notice we reduce our business impact on our community, environment and conservation. We feel better about ourselves when we help these factors. We do not promote our corporate social responsibility activities because we find it more important to invest all our time in practicing corporate social responsibility activities. If our guests want to know more about our awards and certification, they can find it on our website. That is the only promotion we have.
	<ul style="list-style-type: none"> <li>• Access to CSR and sustainable target groups</li> <li>• Receive more CSR and sustainable customers</li> </ul>	It would be a nice benefit for GAIA Hotel & Reserve to have access to target groups which find sustainability and corporate social responsibility important. If we want relevant information of this target group we should maintain it in an organized system. We would like to receive more guests who find corporate social responsibility and sustainability the key element.
<b>Perception</b>	<ul style="list-style-type: none"> <li>• TITU Conservation Alliance</li> <li>• Protect squirrel monkeys</li> <li>• COPAZA</li> </ul>	We collaborate with TITU Conservation Alliance and COPAZA. TITU Conservation Alliance is an organization with members who are responsible, aware and dedicated citizens and organizations on the Central Pacific region of Costa Rica. Our reserve is a project of TITI Conservation Alliance because we find it important

	<ul style="list-style-type: none"> <li>• Improve community in alternative ways</li> </ul>	to protect the endangered squirrel monkeys in our reserve. COPAZA is an organization which wants to raise awareness to improve the community in alternative ways and we support them because we want to help the environment. We support their visions like gender equality, non-discrimination, alternative conflict resolutions, generational perspective, participation of civil society and sustainability in the environment.
	<ul style="list-style-type: none"> <li>• Donations to help community and environment</li> </ul>	No, at the moment we only collaborate with TITI Conservation Alliance and COPAZA. GAIA Hotel & Reserve does donate frequently to other organizations which ask for our help. If organizations need help, they can always ask us because we want to help our community and environment. We always try to donate money to different organizations so everybody receives our help.
	<ul style="list-style-type: none"> <li>• Interested in new collaboration</li> <li>• Mostly no benefits</li> <li>• Open for new collaboration</li> <li>• Help local community and environment</li> </ul>	It would be interesting to hear more about a new collaboration between a volunteer or non-profit organizations. Most of the times we do not receive benefits when we collaborate with those kind of organizations. Therefore, we find it important to hear more about this collaboration before we agree to it. However, we are always open for new collaborations. Especially, if we can help the environment and local community.
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>• Organized</li> <li>• Consequent</li> <li>• Need to know their business</li> </ul>	The have to be well organized because we want a clear collaboration. We need to know the organization is consequent in their actions and know where their business is about. We do not like unorganized organizations because in the past we had some disappointments with that kind of organizations. We have learned from it, and want to know that we can trust this organizations and that we know what we can expect from the organization.
	<ul style="list-style-type: none"> <li>• Engaged to their objectives</li> <li>• Respect for the world and others</li> <li>• Want to help</li> </ul>	The non-profit and volunteer organizations needs to be engaged to their objectives and need to have respect for the world and for others. If they are not engaged, I believe they could do a better job. You have to help because you want to help.

Click [here](#) to return to 3.3 Data analysis process.

#### Appendix 4: Selective coding

Subject	Label
<b>Certification</b>	<ul style="list-style-type: none"> <li>• Familiar with CST (15)</li> <li>• Does not know CST (3)</li> <li>• Knows other certifications (6)</li> <li>• Does not know other certifications (12)</li> <li>• Has CST (3)               <ul style="list-style-type: none"> <li>○ To help conservation (1)</li> <li>○ To help education (1)</li> <li>○ To help local community (3)</li> <li>○ To help environment (1)</li> <li>○ Very aware of CSR (1)</li> <li>○ Earned CST by following guidelines (2)</li> <li>○ Are a CSR orientated organization (1)</li> </ul> </li> <li>• Has other CSR certifications (1)</li> <li>• Does not have certifications (15)               <ul style="list-style-type: none"> <li>○ Only 1 year open (2)</li> <li>○ Did not think about it yet (3)</li> <li>○ Small organization (2)</li> <li>○ Do not try to be CSR or sustainable (1)</li> <li>○ Costs a lot of time (2)</li> <li>○ Costs a lot of money (3)</li> <li>○ Hard to earn (4)</li> <li>○ Need to improve organization (1)</li> <li>○ Tried in the past (2)</li> <li>○ Should have one (1)</li> <li>○ Did not have the time to apply yet (2)</li> <li>○ Trying to earn it / in the process (2)</li> <li>○ Do not know how we can earn it (1)</li> <li>○ Wants to know the costs and if it is worthwhile first (1)</li> <li>○ Only collaborates with CSR organizations (1)</li> <li>○ We do not want to waste our time on the process (1)</li> <li>○ Find it more important to practice CSR than having a certification (1)</li> </ul> </li> <li>• CST is most popular in Costa Rica (5)</li> <li>• Miss a more global certification (1)</li> <li>• Most organizations are more interested in CST for money than helping nature and community (1)</li> <li>• CST has disappointing rating, depends on how much you pay (1)</li> <li>• Rather do CSR practices instead of invest personnel to earn certification (1)</li> <li>• Not sure if it wants certifications (2)</li> </ul>

- Need more information (1)
- Finds CSR important (1)
- Not sure if CST is needed because tourists never ask about CSR, CST or other certifications (1)
- Customers find lowest price more important (1)
- Practice CSR is more important than certifications (1)
- Not interested in earning certification (2)
  - Not many tourists care (1)
  - Do not matter if you have certifications (1)
  - Wants to perform CSR practices instead of earning a certification (1)
  - Do not want to use a certification as marketing tool (1)
- Might stop process to earn CST (1)
  - Receive no help (1)
  - CST is just a picture you receive (1)
- Wants certification (12)
  - Improve image and reputation of organization (2)
  - Costa Rica is known for environment and nature (1)
  - Tourist can see you care (3)
  - Help environment and local community (1)
  - More customers (2)
  - More CSR customers (1)
  - Tourists in Costa Rica find CSR important (3)
  - Promote certification (1)
  - Represent the organization (1)
  - Can only earned if organization has good deeds (1)
  - Customers can find us more easily (1)
  - Teach customers and employees CSR (1)
  - Appreciation for CSR practices (3)
  - More collaborations (1)
  - Distinguish from competitors (3)
  - Will have bigger impact on customers and tourists (1)
  - Will receive more benefits (1)
  - Increase sales (2)
  - Tourists will believe more in the organization (1)
  - But has to improve the CSR practices which fulfill CST requests (1)
  - To help community instead only to earn money (1)
  - Prove we are CSR (1)

Subject	Label
Beliefs	<ul style="list-style-type: none"> <li>• Do not think of CSR yet (1)</li> <li>• Correct and only way (2)</li> <li>• CSR is something you feel in your heart (1)</li> <li>• Everybody should be aware of their CSR activities in life (5)</li> <li>• Community, hotels and other enterprises has to be co-responsible (1)</li> <li>• Needs more collaboration for CSR, but is difficult (2)</li> <li>• We are obligated to help nature and environment (1)</li> <li>• We have to aware / educate our customers about CSR (3)</li> <li>• Try to help as much as we can (1)</li> <li>• Economic progress (1)</li> <li>• Need a sustainable community for sustainable organization (1)</li> <li>• More aware of CSR in Costa Rica (1)</li> <li>• CST and CSR can help organization by improving its image and receiving more customers (1)</li> <li>• CSR of tourism can always be improved (1)</li> <li>• We need to invest more time in CSR (1)</li> <li>• Need to improve relationship between tourists and resources in order to give something back (1)</li> <li>• We have not enough knowledge on CSR (1)</li> <li>• We will make more profit if we have more CSR activities (1)</li> <li>• Nature is important in Costa Rica for local community and organizations (1)</li> <li>• Need more awareness for CSR (4)</li> <li>• Educate locals (6)</li> <li>• Next generations are more aware (1)</li> <li>• Improve community problems (1)</li> <li>• CSR is important (17) <ul style="list-style-type: none"> <li>○ Part of our business (2)</li> <li>○ Everybody deserves to grow and develop (1)</li> <li>○ To give something back (5)</li> <li>○ Honest and fair way of doing business (1)</li> <li>○ Need to help because we benefit from it (13)</li> <li>○ It is essential to be CSR (1)</li> <li>○ Need to adapt to CSR principals (1)</li> <li>○ Protect for next generations (10)</li> <li>○ Important for organizations and individuals (4)</li> <li>○ Everybody should be involved and reduce impact (1)</li> <li>○ Important to help and protect nature, animals, children, environment and/or community (13)</li> </ul> </li> </ul>

- Need to take care of our community, environment, nature and animals (6)
- Necessary to continue in this beautiful world (1)
- To receive more customers (1)
- Because customers desire CSR, we need to adapt (1)
- Customers associate CSR with better quality of the organizations (1)
- Tourists and community s' image will of organization will be more positive (2)
- Tourists who visit Costa Rica are aware of CSR (1)
- We inform the importance towards our customers (1)
- Tourists are not the major problem for environment, nature and local community (1)
- Important for myself (2)
- Tourism industry needs the nature, environment, animals and local community of Costa Rica (5)
- Too much corruption in Costa Rica (1)
- Target group does not find CSR important (3)
- CSR is a vison (1)
- CSR tourists will visit CSR organizations directly (1)
- Tourists compare different organization before (1)
- Customers who do not care may leave donation (1)
- Tourists visit Costa Rica for environment, nature and animals (2)
- Tourists in Costa Rica are aware of CSR (1)
- Customers care about environment, nature and recycling (3)
- Customers find helping the community important (1)
- Customers are aware of CSR (1)
- Most customers passing through town / short term customer (3)
- Customers just come here for their vacation / enjoy (5)
- I do not know if they desire more CSR practices (1)
- Not all our tourists/customers are aware of CSR (6)
- Some customers ask about our CSR practices and/or CST (2)
- Customers have knowledge about CSR (2)
- Appreciate our CSR activities (4)
- Do not know if customers visit us because of our CSR practices (1)
- We have real conversations with our customers (1)
- Tourists need to care more about CSR (1)
- Customers do not have the knowledge about CSR (2)
- Have to listen to the wishes of the customers (1)
- Do not know if target group cares (3)
- Small part of target group wants to help via program (2)

	<ul style="list-style-type: none"> <li>• The target group finds costs and/or quality more important (2)</li> </ul>
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Subject	Label
Motivations and arguments	<ul style="list-style-type: none"> <li>• Has CSR practices (16)               <ul style="list-style-type: none"> <li>○ Because want to help nature, animals, environment and/or local community (3)</li> <li>○ Because we benefit from nature, we need to do something back (1)</li> <li>○ Need to decrease impact and reduce footprint (1)</li> <li>○ For himself, not for leafs (1)</li> <li>○ Wants to be CSR and sustainable because it is a trend (1)</li> <li>○ Hire local people (5)</li> <li>○ Courses and training for staff (2)</li> <li>○ Reduce recourses (4)</li> <li>○ Low growth policy (1)</li> <li>○ Sell tours in local rural community (1)</li> <li>○ Provide only Costa Rican services and products (1)</li> <li>○ Educate, support and increase awareness local community (6)</li> <li>○ Support local artists and products (3)</li> <li>○ Encourage customers, tours and/or suppliers to reduce footprint (2)</li> <li>○ Offer only sustainable and CSR tours (1)</li> <li>○ Provides recycling program with high school (1)</li> <li>○ Recycling (9)</li> <li>○ Support non-profit organizations (2)</li> <li>○ Collect trash during lake competition (1)</li> <li>○ Proper waste management (1)</li> <li>○ Use biodegradable products (2)</li> <li>○ Environmental creed in rooms (1)</li> <li>○ Participated in auction for charity (1)</li> <li>○ Support local recycle center / trash pick-up (3)</li> <li>○ Cleans beaches, parks or lakes (5)</li> <li>○ Motivates customers to be CSR (4)</li> <li>○ Support local library (1)</li> <li>○ Collaborate with local newspaper (1)</li> <li>○ Plant trees, fruit and/or herbs (3)</li> <li>○ Responsible employer (1)</li> <li>○ Replant garden (2)</li> <li>○ Donations (5)</li> </ul> </li> </ul>

- Support orphan center (1)
- Use natural elements instead of methane and carbon (1)
- Always try to improve organization in sustainable way (1)
- Let volunteers accommodate in organization for work (1)
- Help wildlife animals (3)
- Own conservation (1)
- Does not has other CSR practices because organization only one year open yet, does not has enough money and receive not enough customers (1)
- Does not have others CSR practices because have not thought about others (1)
- Practices CSR mostly in low season (1)
- Need collaborations for CSR practices (1)
- Most important factor for this organization is making money (1)
- Organization does not know how to be CSR in other ways (1)
- Do not know how to help animals, nature and community (1)
- Could help the community more, did not do yet because it is just a small organization (1)
- Wants to help the community, environment, animals and nature more (4)
- Wants the CST (1)
- Wants more CSR practices with a collaboration with tourists (1)
- Wants to build a butterfly garden for the community (1)
- Try to improve itself by participating local CSR training (1)
- Always try to improve itself to get more CSR practices and CST (1)
- Does not has CSR practices (2)
  - Do not have the contacts, new in town (1)
  - Organization only six months open (1)
  - Do not have the time and money at the moment (1)
  - Nobody tells me what I can do (1)
  - Our second hotel has more CSR practices (1)
- Does not has CRS practices, but wants CSR practices (1)
  - All organizations need CSR practices (1)
  - It is important for nature, environment and animals (1)
  - Education for children so the next generations will be better (1)
  - Could help with a theater (1)
  - Citizens of Puerto Jimenez do not help environment (1)
  - Puerto Jimenez needs education (1)
- It is more important to do nothing wrong (1)

Subject	Label
Benefits	<ul style="list-style-type: none"> <li>• Notice benefits of CSR practices (11)               <ul style="list-style-type: none"> <li>○ Customers feel good about themselves (1)</li> <li>○ The beach is clean (2)</li> <li>○ We still have our job (1)</li> <li>○ Happy, sable and proud staff (2)</li> <li>○ Still have electricity (1)</li> <li>○ More awareness (2)</li> <li>○ Notice reducing impact on environment, conservation and community (1)</li> <li>○ Good relations with adjacent organizations (1)</li> <li>○ People want to work for us (1)</li> <li>○ Well positioned in the community (1)</li> <li>○ Continue living in beautiful Costa Rica (1)</li> <li>○ Feel better about ourselves (6)</li> <li>○ Our customers desire to be CSR (1)</li> <li>○ Our customers wants to help with CSR practices (1)</li> <li>○ Receive positive reactions / appreciation from customers (5)</li> <li>○ Appreciation from local community (3)</li> <li>○ Feel supported by local community (1)</li> <li>○ More tourists are aware of CSR (1)</li> <li>○ Want to help environment, local community, animals and/or nature (2)</li> <li>○ Receive more tourists (1)</li> <li>○ Appreciation from other organizations (2)</li> <li>○ Do it for the future tourists of this area (1)</li> </ul> </li> <li>• The Osa Peninsula is aware of protection our environment (1)</li> <li>• Organizations in Puerto Jimenez not CSR (1)</li> <li>• Do not promote, instead invest in CSR practices (1)</li> <li>• Organizations outside of Puerto Jimenez very CSR (1)</li> <li>• Research possible implementation of developments and activities of other global organizations (1)</li> <li>• Do not know if receives benefits of CSR practices (4)               <ul style="list-style-type: none"> <li>○ Do not talk about CSR activities (1)</li> <li>○ Tourists find recycling normal (1)</li> <li>○ Do not receive positive reactions of customers (1)</li> <li>○ Do not promote CSR activities (2)</li> <li>○ More important to feel good about ourselves (2)</li> <li>○ Necessary to help community, environment, animals and/or nature (1)</li> <li>○ Organizations appreciate our help for nature (1)</li> </ul> </li> <li>• Would like benefits (11)</li> </ul>

- Fame (1)
- Access to CSR and sustainable target group (1)
- Improve whole town (1)
- More tourist in towns means more customers (1)
- Improve image of organization (3)
- Feeling good about yourself (1)
- Doing something good (1)
- Receive more customers (4)
- Receive more CST customers (2)
- Customers can see the CSR practices (1)
- Stronger and better relations (1)
- More respect (1)
- Help environment, nature, animals and/or local community (4)
- Knowledge and experience in CSR and sustainability (1)
- Grow as organization (1)
- Receive donations (1)
- Can prove CSR with one or more certifications (1)
- Be a part of the community (1)
- Adapt to the CSR tourists in Costa Rica (2)
- Promote CSR activities (2)
- CSR tourists goes to CSR organizations (1)
- Has to invest more time in marketing (1)
- Has to have more budget (1)
- Try to improve our CSR practices (1)
- Do not believe other organizations earn more money (1)
- Harder for smaller organizations to have CSR or CST (1)
- Want to be kind to community and environment (1)
- Do not know CSR practices of other organizations (5)
- Do not know benefits of other organizations (2)
- We do not spend time on our competitor, instead we want to sell tours and help community and environment (1)
- Do not believe they receive other benefits (2)
- Does not believe all promoted CSR practices of other organizations are true (1)
- Need to collaborate to achieve more, combine forces (1)
- Do not believe they receive more customers (2)
- Believe other organizations have CSR for money instead of helping (2)
- We would be CSR even if there was no CST (1)

Subject	Label
Perception	<ul style="list-style-type: none"> <li>• Collaborates already (17)               <ul style="list-style-type: none"> <li>○ To offer tours, transport or other facilities (8)</li> <li>○ Travel agency and booking sites to sell and promote the organization (1)</li> <li>○ National park and/or local community to offer tours (2)</li> <li>○ With other tour operators to provide a lower price (1)</li> <li>○ Hotels and eco lodges to combine forces (1)</li> <li>○ Osa Conservation, to help nature and wildlife (1)</li> <li>○ RBA, to help community and environment (1)</li> <li>○ Local universities for research special trees (1)</li> <li>○ Caminos de Osa, to help community (2)</li> <li>○ Secena to help community via donations (1)</li> <li>○ Always searching for new local nongovernmental organization with same goals (1)</li> <li>○ Dog &amp; Cat rescue project, Corcovado School and swim contest in Puerto Jimenez to help community (1)</li> <li>○ Collaborate with organization of library to help the community (1)</li> <li>○ High school (1)</li> <li>○ TITU Conservation Alliance to protect monkeys (1)</li> <li>○ COPAZA to improve community (1)</li> <li>○ Need to help local community (1)</li> <li>○ ASCONA, to help community (1)</li> <li>○ Foundation Proparques, Foundation Tortuguero and Equilibrium, non-profit organizations to help community and environment (1)</li> </ul> </li> <li>• Collaborates to be nice and do good (1)</li> <li>• Do not expect benefits of collaboration non-profit (1)</li> <li>• Important to help animals (1)</li> <li>• Receives own volunteers for projects in rural community (1)</li> <li>• Gives volunteer discount, is not a collaboration (1)</li> <li>• May receive more benefits if I would promote (1)</li> <li>• Do not promote their volunteer work or CSR practices (2)</li> <li>• Want to collaborate with local nongovernmental which can structure volunteer activities (1)</li> <li>• Organizations' customers can volunteer if there is an opportunity (1)</li> <li>• Collaborates with non-profit organizations (4)               <ul style="list-style-type: none"> <li>○ To help children, local community, environment and protect wildlife via donations (1)</li> <li>○ Local newspaper to help community (1)</li> <li>○ Donations to non-profit organizations (2)</li> </ul> </li> </ul>

- Collaborates with volunteer organization (3)
  - European volunteers help us with community work (1)
  - Volunteer organizations ISL and Vida Volunteers which help poor communities (1)
  - Remanso de Paz, helps poor children and communities (1)
- Does not collaborate with a volunteer and/or non-profit organizations yet (11)
  - Not enough money at the moment (2)
  - Never thought about it before (6)
  - Do not know how (1)
  - Associate it with less profit (1)
  - Organization is small and we have not much to offer (1)
  - Does receive volunteers at the office (1)
  - Opened just one year ago (1)
- Wants to collaborate with volunteer and/or non-profit organizations (16)
  - In the future (1)
  - To earn CST (1)
  - Needs to present a good plan / more information (3)
  - Sustainability and CSR are very important (2)
  - Collaboration would be opportunity for organization (2)
  - To help community, environment and/or nature (11)
  - Give children the chance for a better future (1)
  - Help our vision to continue the circle in community (1)
  - To feel better about ourselves (3)
  - Meet different nationalities (1)
  - We can offer new tours, one day of volunteer work (2)
  - Needs benefits for own organization (4)
  - Need to make more profit of collaboration (1)
  - A new and different collaboration (3)
  - Help our projects in local rural community (1)
  - Want to do more auctions (1)
  - Receive more customers (1)
  - Helping community will have benefits for hotel (1)
  - Could accommodate volunteers (1)
  - To receive more publicity and positive reactions (1)
  - To get a more positive image (2)
- Does not want to collaborate with volunteer and/or non-profit organizations (1)
  - Former volunteers worked for accommodation if I did not have customers (1)
  - Volunteer organizations earn a lot of money (1)

	<ul style="list-style-type: none"> <li>○ If the accommodation would be different (1)</li> <li>○ If the accommodation is not rented and I have work (1)</li> <li>● Non-profit and volunteer organizations need to collaborate with other organizations to accomplish more (1)</li> </ul>
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Subject	Label
<b>Non-profit or volunteer organization</b>	<ul style="list-style-type: none"> <li>● Having the same goals (2)</li> <li>● Helping community (11)</li> <li>● Helping education (2)</li> <li>● Helping children (1)</li> <li>● Helping nature (4)</li> <li>● Helping animals (3)</li> <li>● Helping conservation (1)</li> <li>● Helping environment (3)</li> <li>● Organized (5)</li> <li>● Not exploit volunteers or non-profit status (1)</li> <li>● Love nature (1)</li> <li>● Consequent (1)</li> <li>● Serious (2)</li> <li>● Responsible (1)</li> <li>● Transparent (6)</li> <li>● Small organization (1)</li> <li>● Non-governmental (2)</li> <li>● Committed (1)</li> <li>● Honestly (5)</li> <li>● Knowledge (2)</li> <li>● Respectful (3)</li> <li>● Engaged to their objectives (1)</li> <li>● Trust (3)</li> <li>● Hard working (2)</li> <li>● Doing the right / good thing (4)</li> <li>● Focused (2)</li> <li>● Cannot help all the problems in the world (1)</li> <li>● Helping with cause (1)</li> <li>● Kind towards community, environment, nature and animals (1)</li> <li>● Positive (1)</li> </ul>

- Eager to help (4)
- Eager to change (1)
- Open mind (1)
- Both parties be satisfied (1)
- Innovative ideas (1)
- Need to care (1)
- Need positive effects for own organization (1)

To return to 3.3 Data analysis process, click [here](#).