Corporate Social Responsibility and Sustainable Development: From Tourism Perspective

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Abstract: The tourism literature reveals that the tradition of critical approaches toward the industry and its operations is underdeveloped compared with other industries such as energy and manufacturing. One of the indicators of this under-development is the relatively greater focus on making tourism sustainable, with limited reflection on the responsibility of industry players to contribute to these efforts. Thisreview paper, based on extant literature, explores these possibilities while considering input from inter-disciplinary areas. This work debates on how tourism industry players,such as tour operators, share this responsibility to manage the deleterious effects of tourism and to contribute to the sustainability of a tourism destination stakeholders. This social contribution will also contribute to the sustainability of the tourism industry.

Key words: Social Responsibility; Tourism Stakeholders; Symbiotic Development

JEL Classification Codes: JEL M16, M21

1. Introduction

Export driven industries such as tourism used to share the burden of the economic expectations of their respective countries. Tourism has becomeone of the largest industries in the world(Council, 2019),as a result ofthe industry's incessant delivery onthese expectations. However, over the time, the industry has encountered some difficult challenges, one of which is the sustainable development(SD) of the destinationstakeholders (resources, service suppliersand communities).As the world becomes accessibleto a greater number ofpeople, the concerns relating to the deleterious effects of increased tourism and the management of these effects havebecome widespread.

Businesses at large have long responded to these concerns by managing the effects of their operations and contributing to the development of society under the concept of business/corporatesocial responsibility (CSR). Thesubstantive normative and descriptive literature on thistopic has extended our understanding of this field. An analysis of thirty-sevendefinitions of CSR (given inDahlsrud, 2008) reveals that managing the effects of their operations and contributing to the development of society are some of the many 'expected' social contribution from the businesses. The literature pertaining to social issues in management reveals that businesses claim that their efforts are intended to benefit the society, these are also to gain social acceptance of the business, to obtain more business and to avoid legal complications and compliance costs.Therefore, empirical studies ofcorporate social performance (the behavioral dimension of CSR) have not decisively concludedwhether CSRhas delivered more benefits to society (in a way that contributes to its development) or to the businessesthemselves (including Wood, 2020)

According to authors such as (Sue, 2010)andJiseon (2020), the tradition of CSR and our understanding of its contribution to the development of destination stakeholders are poorly developed in the tourism industry. The pace of progress is slow even though a good destination (generating good revenue for the tourism firm or industry) is as important as a reliable supplier in industries such as manufacturing. In the manufacturing industry, businesses are traditionally mindful of both their reliable suppliers (Ruggie, 2020)and the communities associated with or in close proximity to these suppliers. However, as Sue (2010)reveals, this tradition is weak in the tourism industry.This weak tradition of social care persists despite the tourism industry's inevitable dependence on destinations and their stakeholders. Thus, taking care ofthe interest of tourism destination stakeholders not only makes good business sense for the tourism industry but also it is in the interest of the destination stakeholders. The weak tradition of social care in the tourism industry conflicts with this theoretical understanding.

The claim within the tourism literature of arelatively weak culture of social responsibility in the tourism industry is also substantiated by two empirical observations. First, few websites of the major industry players such as tour operators (TOs)revealed any such efforts, unlike their counterparts in other industries. Second, our search forkey terms, such as 'corporate social responsibility' and'tourism' in key tourism journals generated fewhits.Our theoretical understanding based on the literature, as described in the previous paragraph, and our inferences based on the content analysis of the TOs websites revealed the scarcity of CSR thinking in tourism. In addition to this scarcity, the gap between theory and practiceprompted ourinterest to explore the concepts of CSR and SDin tourism.

Therefore, thisconceptual paperwillexamine; the negative externalities that tourism produces and approaches to their management. How has CSR contributed to sustainability thinking in general and how can it make such contribution in the tourism industry? We will also discuss the ways in which tourism's social contribution can lead to sustainable tourism. In addition to the descriptions based on the literature, the paper will examine the tourism industry at the micro level and suggest how tourism industry players such as TOs can have important roles in this context.This paper is based on review of some of the relevant theoretical and empirical literature from several disciplines such as management and economic development, and fields of studies such as tourism. The literature is synthesized to contribute toan evolving understanding of the relationship between the concepts of CSR, SD and tourism.

2. Method

'Social issues in management' literature is a substantively rich area of research. Because selecting relevant articles in this sub-discipline was challenging, we employed the criteria such as 'our interest in corporate social responsibility,'to justify the selection of the articles.However, within this search and selection process, we consulted the tablespresented by Bakker, Groenewegen and DenHond (2005), to ensure that we did not overlook the most frequently cited articles in this area. The search and selection covered twelve journals within this area. Our interest in conducting an-indpeth examination of this area of study directed our efforts to select both theoretical and empirical articles.However, the sparsely researched area of social responsibility in tourism jounralslimited the number of articles that we could include. Our search of seventeen major toruism related journals (the list is given inJamal, Smith, & Watson, 2008) include the following key words: 1) 'tour operators and corporate social responsibility', 2) 'tour operators and destination stakeholders' and 3) 'tour operators and tourism stakeholders.' This search covered the period from 2010 to 2020, and generated 94 articles. The first level of screening was conducted by examining the precise title of the artices and the second level of screening was based on the abstracts of the articles. However, we do not claim that the coverage of the literature was exhaustive.

3. Traditions of Sustainable Development and Corporate Social Responsibility in Tourism Research

3.1. Tourism and itsEffects

The centuries-old practice of travel (Jafari,1990) and its varying conceptions by individuals and groups have yielded different definitions of tourism, that have diverged rather than converged over time.One of the definitions (which addresses the SDissues in tourism that isthe focus of this paper) is offered by Jafari (1977:06) according to him "tourism is the study of man away from his usual habitat, of the industry which responds to his needs, and of the impacts that both he and the industry have on the host's socio-cultural, economic, and physical environments."

Although tourism has historically been associated with economic positives (Clark, 1995), the definition implies that there are also many byproducts of tourism. Some authors including Hall (2008) identify the negative social effects such as;the inflation often observed at popular tourism destinations that renders the lives of natives miserable; the population shifts from agriculture to tourism jobs (which are usually seasonal); the commercialization of the culture; the problems of begging, crime, prostitution; and other social problems, including restricted access to water for locals in South East Asia, India and North Africa due to increased tourism. With respect to environmental effects Hall (2008), identifyincreased ecological pressure relative to capacityas one of the majorproblems.These authors are not alone in their efforts to challenge the historical image of the tourism industry as 'green.'Other authors such as Saarinen (2006) and Tribe (1997) also agree that tourism poses multiple threats to destinations including the unsustainable use of natural resources. These issues are becoming challenges for tourism stakeholders, which include the tourism industry itself and the tourism destination stakeholders.

Such viewsundermine the general perceptionthat thetourism industry is environmentally friendly comparedwithit manufacturing counterparts. Therefore, according to some authors such as Butler

(1991),the SD concept has developed the expectations that the philosophy may serve as a basis upon which such issues can be addressed in the tourism industry as well.

3.2. Traditions of Sustainable Development in Tourism

The literal meaning of the term 'sustainable development'refers to maintaining development over time. This multidimensional concept incorporates social, ecological and economic goals and perspectives into our thinking in relation to development (Blewitt, 2008). While setting a side the inconclusive debate on the definition of SD wealign ourselves with the definition given by Gladwin, Kennelly, and Krause(1995). According to these authors "sustainable development is a process of achieving human development in an inclusive, connected, equitable, prudent, and secure manner."

The tourism literature differs with respect to SD conventions. There is disagreement regarding whether the Brundtland Commission's report is the starting point (Bramwell and Lane, 2009) or whether the concept has an older tradition in tourism (Butler, 1991). Authors such as Weaver (2008) consider SD as the parental paradigm of sustainable tourism but some authors such as Hardy,Beeton, and Pearson (2002) have argued for the separate identity of sustainable tourism. Based on the views of authorssuch as Butler (1991), we take the position that the links between tourism, environment and development are significantly old; however, the sustainable tourism debate is a recent phenomenon (Weaver, 2000).

Under sustainability thinking, the search for viable solutions to the negative effects associated with tourism leads to many alternatives such as the idea of alternative tourism or limited tourism.The concept of size emerges in the backdrop of negative externalities generally associated with 'mass tourism' (Butler, 1991). Different authors use different terms to express this concept of alternative tourism; such terms include responsible tourism, ethical tourism, green tourism, ecotourism, soft tourism, sustainable tourism (Williams, 2004), humanistic tourism (Fennell and Przeclawski, 2003) and community tourism (Saarinen, 2006). McMinn (1997) declares that all such labels are different derivatives of sustainable tourism and states that defines "sustainable tourism suggests that proposed tourism developments should have economic advantages, create social benefits for the local community and not harm to the natural environment. In addition, these goals should apply not only to the present generationsbut to future generations as well" (p. 135). Such sustainable tourism definitions emphasize the sustainability or long-term continuity of economic activities such as tourism.

However, Hunter (1995:858) argues that "in reality, it is impossible to imagine any kind of tourism activity being developed and then operating without in some way reducing the quantity and/or quality of natural resources". A different interpretation is offered by Cohen (1994) who predicts that over time alternative tourism will be gradually adopted by ordinary tourists and that the earlier alternative tourists will search for other "still undiscovered" areas. Based on his konweldge-based platform, Jafari (1990) rejects the notion that the effects of tourism can be associated with its scale. Cohen (1994) also argues that sustainable tourism is a goal that must be pursued by all types of tourism.Further, according to Weaver (2000)in consideration of the size of mass tourism and the resources of the TO (who primarily conrol this industry) the future of sustainable tourism requires making mass tourism sustainable. In addition, Butler (1991) warns that wide-spread efforts to convert the curren form of mass tourism to alternative tourism will have more serious repercussions for the environment compared with those of the status quo.If negative consequences are associated with both mass and alternative tourism,then thefollowoing question arises: who in the tourism industry is responsible for managing these negative effects?

3.3. Social Responsibility and its Implications for Sustainable Tourism

As indicated previously, the responsibility to manage the effects of business operations and community development is among the basicsocial duties expected from the businesses.According to Weaver (2000), the notion of a business taking care of societyis rooted in the ethical domain of philosophyand can be traced back to the 19th century in the form of corporate philanthropy. However, the usage of the term 'corporate social responsibilty' emerged in the 1920.Since the emergence of this idea of the social duties of businesses, the notion has developed theoretical rigor over time by moving in the direction of CSR (Schwartz and Carroll, 2003), corporate social responsiveness(Weaver 2000), corporate social performance, the theory of stakeholders (Mitchell, Agle and Wood, 1997), andSDand corporate citizenship(Blowfield,2005). Authors such as Gjølber (2009) have conducted empirical researchin this field.The theoretical and empirical literature reveals that businesses are part of the problem (including the problem of environmental pollution); therefore, businesses should also be part of the solution.

The tourism business cannot be an exception to this tradition of social contributionsfrom businesses.The realization of negative externalities associated with tourism reveals that tourism industry players historically gain at the cost of destination stakeholders such as communities and their resources-a lose-win situation ((Boyd & Singh, 2003). In addition, Fennell and Przeclawski (2003) identify that many of the negative consequences of tourism can be associated with the behavior of the stakeholders, which include TOs.However, it is not surprising that earlier sustainable tourism efforts and research endeavors to replace 'alternative' tourism with 'mass' tourism have placed less emphasis on the responsibility of industry players to manage the negatives produced by their commercial (mis)-adventures.One piece of evidence pertaining to the late emergence of critical thinking in tourism is the Global Code of Ethics for Tourism presented by the United Nations World Tourism Organization - UNWTO (1999) whose history of thinking with regard to the role of ethics in tourism spans only twenty-two years. Further many of the effects of tourism identified by authors such as Hall (2008)and Holden (2006)directly conflict with the practices propogated by this code. These practices have led some authors, such as Fennel(2006), to conclude that tourism is not driven by ethics. Perhaps, this responsibilityof the industry players has more recently been acknowledged by platforms usch as Federation of Tour Operators (FTO) and Tour Operators Initiatives for Sustainable Tourism Development (TOI). Apart from these platforms,authors such Bramwell, Lane, McCabe, Mosedale, and Scarles(2008) are among the tourism researchers who bring industry players into this responsibility discussion. These authors state the following:

"The resurgence of research interest in the idea that tourism-related actors can develop a sense of ethical and moral responsibility that has resonance beyond self interest, and that there is at least a possibility that this could change behaviors and contribute to more sustainable development" (p.253).

Based on the World Tourism Organization (1993), Saarinen (2006.1133) adds the following statement:

"From the sustainable development perspective, the sustainable use of resources and the environment and the well-being of communities are goals to which sustainable tourism could and should contribute – if the industry's role is also seen to be beneficial to that process by groups other than the industry itself."

According to Tremblay (1998), who is more specific with regard tothis responsibility, (p. 129) "Tourism firms in a given destination share public infrastructures and attractions.They need to cooperatively manage those resources and innovate while minimizing negative externalities." Other authors such as Jamal and Stronza (2009)also bring industry players into this responsibility discussion.In addition to the

potentially vital role of tourism in the development of destination areas Richards and Hall(2000), emphasize its role in the sustainability of communities and natural resources.

Considering the inception of tourism studies in the 1930 (Pearce 1994), the emergence of the term 'corporate social responsibility' in the 1920 (Weaver 2000), and the thinking regarding the negative externalities of tourism as proposed by Jafari (1977), it seems that the debate on tourism externalities emerged only recently. In addition, the debate regarding the responsibilities of managingthese externalities is a recent trend, as revealed by the above authors. Nevertheless, the normative literature discussed in the previous paragraphs reveals the potential role of tourism in the SD of society.

However, the business and CSR literature raises a set of questions in relation to the social responsibility of the businesses. Someof these questions are as follows: 1) Why should businesses be concerned with the negative effects of their operations,their management and the welfare of society?2) Does CSR deliver more to society, to businesses themselves or to both?It is important to answer these questions to motivate businesses (including those in the tourism industry) to participate in this normative thinking. The CSR literature has produced many plausible answers to these questions.The answer tothe first question can be found in the literature and has provided (at least four) theoretical justificationsfor this social spending.

The concept of 'doing good because it's good for us (the business)', known as the 'instrumental view', is the first theoretical justification for these efforts on behalf of businesses. The social spending of businesses has enjoyed support from early opponents of CSRsuch as Friedman (1970), to contemporary supporters, such as Kottler and Lee (2005). The concept of 'doing good because it's good for others'is known as the 'ethical view' and is the second motivation. The philanthropic reasonspresented by Carroll (1979), the concept of social contracts prposed by Wartick and Cochran (1985), and the implied responsibility of businessesas some of the most powerful institutionsin the world (Macleod and Lewis, 2004) partially support the 'ethical view' of this delivery to society.

The concept of 'doing good because we (the business) have to', which is also labeled as the 'institutional view', is the third reason behind CSR. The concept ofthe iron law of responsibility proposed by Davis (1973)and empirically observed by Yaziji (2004) reflects this view. According to Yaziji (2004), due to the inability or unwillingness of a busienss to fulfill its responsibilities associated with the power that society gives it, other institutions, such as NGOs, emerge as one of powersto regulate business behavior throughout the world.Furthermore, theincreased pressure on governmentsto protect the interests of their citizens (Flanagan and Whiteman, 2007) and the resulting legislation (or expectationsof such legislation) havealso prompted the businesses to behave more responsibly. However, these efforts constitute wise business practices, can prevent negative consequences associated with non-compliance (Prout, 2006) and can avail the incentives associated with compliance (Frederick, 1978).

As indicated previously, the individual 'ethical and institutional' motivationscan also be linked to business (i.e., 'instrumental') interests. Such arguments guideus towards the concept of 'symbiotic development'. The notion of 'doing good because it is good for everyone' is the fourth justification for this social spending.Schwartz and Carroll (2003)acknowledgethat philanthropic responsibilities will not be fulfilled solely because of the businesses' philanthropic concerns; rather, there may be economic and/or legal concerns associated with this 'symbiotic development' view.Wood (1991) can be considered as the pioneer in this argument, reinforced recently (Wood, Measuring Corporate Social Performance: A Review, 2020) and has recently been joined by Schwartz and Carroll (2003) e.g.The

idea of 'symbiotic development' in CSR thinking is also reflected in contemporary definitions of the term; for example, the World Bank definition quoted by Blowfield (2004) states as follows (p.61) "CSR is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life, in ways that are both good for business and good for development." We assume this perspective of CSR in this paper.

The empirical literature pertaining to whether CSR actually assists in "widening people's choices" or broadens the options of businesses to engage in more business (our second question) remains inconoclusive.Some authors such as Banerjee (2008),express their concern regarding the apparent willingness of businesses and their tall claims. The authors argue that the purpose of the businesses behind such acts is to exaggerate their social contribution. We can infer that such voiceshave partially contributed tothe accountability (or the effectiveness of a business's efforts under the rubric of its social contribution) thinking in the CSR literature which has elevated this social responsibility concept from the mere "firm's consideration and response" (Davis, 1973)to the "commitment of business to improve quality of life" (Blowfield, 2004). The meta- analysis of CSR by Bakker et al., (2005) also supports ourinference.

As indicated previously, one of the possible solutions for these concerns is based on the study by Schwartz and Carroll (2003), who propose that the contributions of businesses for society can be effective if they are linked to the interests of the businesses themselves. These authors use the 'bottom of the pyramid' as an example in which a business attains its profit goals and delivers on its legal and ethical/philanthropic responsibilities. Authors including Fritsch (2008) discuss an idea that is similar to that proposed by Porter and Kramer (2006). These authors emphasize the interdependence of the economic and social systemsand suggest that the selection of issues under CSR should be mutually beneficial for a community and a business. Porter and Kramer (2006) use Nestle's collaboration with dairy farmers in developing countries as a case example to highlight the point of 'symbiotic development.'Fontana (2017)presents this ideafrom the perspective of the organization's responsibility to take care of the environment by the organizations. This care will assist organizations in developing competitive advantages that will be valuable and costly to imitate. In addition to this increasingly business-orientedjustification, the 'symbiotic development' view can also be substantiated ethically. The ethical theories of utilitarianism and universeabilitytests discussed by Holden (2006) support this view of 'doing good because it's good for every-one.'Schwartz and Carroll (2003) suggest this model as a business strategy; however, in line withauthors including Blowfield (2004), we believe that this model can also apply to the CSR efforts of the businesses.

In tourism, apart from the individual justifications ('ethical'/'moral' by Bramwell, et al., 2008; and 'instrumental' by Tribe, 1997), the justification of 'symbiotic development' can also be traced from studies that include Butler (1991) and Jamal and Stronza (2009).The concept of 'symbiotic development' is not completely distinct from SD; however, to emphasize business interest in this SD approach, we use the term 'symbiotic development.'

However, the previous point reveals a weak SD paradigm if it is based on the work of the authors such as Gladwin et al., (1995),in general and of Jamal and Stronza (2009), Lu and Nepal (2009),and Saarinen (2006) in the tourism literature.Under a broader sustainability paradigm Blewitt (2008), refers to development that does not exceed the ecological carrying capacity of the planet as a 'strong' sustainability condition. He also refers to 'weak' (no reduction in critical natural capital) and 'very

weak' (the loss of natural capital must not be more than the combined increase in human capital and man-made capital) sustainability conditions. These positions indicate the socially constructed nature of this SD paradigm. These weak and very weak positions can also be referred to as adaptive paradigms.

In consideration of the debate over weak versus strong SD positions or adaptive paradigms, we, align our work with Buttler (1991), Holden (2006), and Milne (1998) who argue that SD is a goal that is best achieved at the local level.Based on the work of these authors, in our approach, the debatesconcerning strong versus weak SD and their conception in tourism are irrelevant. We can achieve, measure and celebrate progress towards SD in the local context. In this context, we believe that CSR can deliver and generate possibilities to provide a substantive theory to create a link between tourism development and SD.Inter disciplinary ideas such as collaborations can be synthesized to reflect on the ways in which a theoretical link among CSR, tourism and SD can be operationalized.

3.4. Approach for Symbiotic Development

The fragmentation of the tourism industry has created certain inevitable interdependencies among the tourism stakeholders. These interdependencies are identified by various authors, such as Budeanu (2007)regarding the interdependencies between the environment and the tourism industry;Jensen (2010),regarding the interdependencies between communities and tourism; Scheyvens (2003) concerning the interdependencies between communities and local service suppliers;Welford et al., (1999) regarding the interdependencies between communities and tourists; and Saarinen (2006) concerning the interdependencies among communities, resources, the environment and the sustainability of tourism. This interdependence among the tourism industry stakeholders renders the sustainability of each stakeholder vital for the other stakeholders. This mutual interest makes them natural stakeholders in each other's successand thus creates favorable conditions for partnerships or alliances to pursue the goal of 'symbiotic development.'

The area of partnerships has been studied by researchers with various academic backgrounds(Koza and Lewin, 1998). The diversity of the literature has led to the development and use of different terms to express the same idea. Such terms include 'alliances'in economics Williamson (1991),'strategic alliances'(Gulati, Nohria, and Zaheer, 2000),and 'value based networks' in management (Wheeler et al., 2003, and 'networks' in tourism (Hall, 1999). The use of different terms in different types of academic literature also suggests that the concept of partnership is socially constructed.One of the definitions (which also serves the purpose of this paper) is provided by Bramwell and Lane (2009:179), according to who "it is regular, cross-sectoral interactions between parties based on at least some agreed rules or norms, intended to address a common issue or to achieve a specific policy goal or goals."

The use of partnerships for business reasons has been researched in depth by numerous authors, such as Gulati et al.(2000). The use of partnership for both business and (apparently) non-business reasons also remain in academic focus, as revealed by many authors such as Wheeler et al. (2003). When quoting examples from the contemporary business world these latter authors state that companies can successfully manage their critical stakeholders by defining values, /goals, and /objectives collectively and by establishing partnershipswith the stakeholders. The partnerships that exist for both business and non-business reasons are of particular interest to us. Although SD is a non-business agenda, whereas business sustainability (or sustainable tourism in our case) is certainly a business case, therefore, tourism businesses efforts to contribute towards SD of the destination (under their social contribution) will lead to sustainable tourism as well – 'symbiotic development.'

However, in the tourism industry, Hall (2008)indicates that collaboration between tourism stakeholders is surprisingly rare.In addition,Tremblay (1998) emphasizes that approaches such as networks have rarely been used to analyze tourism systems.Telfer(2000)reach the same conclusion. Nonetheless, the idea of collaboration between the different tourism stakeholders has been suggested for various reasons: Tremblay (1998) advocated this idea to manage the destination resources and negative externalities of business operations; Hall (1999) suggested this approach to counterbalance narrow business interests in tourism; Crotts et al. (2000) promoted this idea due to its ability to generate strategic advantages or competitive responses; Telfer (2000) advocated for collaboration for the purpose of avoiding leakages associated with tourism; Li and Petrick (2008) recommended the idea as a new paradigm shift in tourism marketing; and Jensen (2009, 2010) suggested that collobration can serve the goals of different stakeholders. Bramwell and Lane (2009) view the use of partnership recommended by the Brundtland Reportas a route to SD.

Furthermore, inthe context of local sustainability some authors such as Tremblay (1998), highlights that these collaborations can vary in terms of scale, structure and scope. With respect to scale, one of the collaboration types is local-international collaboration for local-level sustainability. This collaboration can be formal or informal and structuredorunstructuredand can have either a local or global scope.

Under this interdependent and collaborative thinking, TOshave become the focus of responsibility discussion in the tourism literature along with the other stakeholders. For example, TOs are the focus in terms of their responsibility to protect and conserve resources at destinations (Bundeau, 2007)and their responsibility to manage costsfor destinations due to the short-term profit-driven operations of TOsat these destinations (Welford et al. 1999); furthermore, such moral responsibilities arise because TOs have profited from these destinations for quite a long time (Cavlek, 2002).Similarly,Jensen (2010) highlights the role of TOs in the development of destination stakeholders such as destination service suppliers.Therefore, under the reasoning that SD isa goal that is best achieved at the local level and that CSR can be used as a tool with collaborative thinking, a case for the development of destination stakeholders can be constructed. Furthermore, as Harrison and John (1993), Fontana (2017), and Wheeler et al. (2003) suggest, this structure may also contribute to the sustainability of business(tourism).

4. Discussion

The discussion in the preceding pages indicates that CSR can provide a theoretical link between SD and tourism. Thestructure of this discussion is designed to extend our understanding of this link.

It is important for the tourism industry to keep good relations with the destinations stakeholders (not necessarily under CSR) and to manage the negative effects of its business operations. It may be hard to find another industrial example where these issues matter to the extent as these are in tourism business. This is because of the following reasons:

- The tourism industry is dependent on destinations and their resources to develop and deliver tourism products.
- The fragmented nature of the industry extends the value chain required to assemble and deliver tourism products and thus further increase the interdependence among the players.
- According to Welford (1997), tourism (or a substantial part of it) is a human economic activity that is conducted in very fragile to moderately fragile ecological environments. These

environments constitute the life-support systems of this planet; therefore, economic activities that attempt to extend beyond the ecological capacity of the planetmay have irreversible consequences.

Therefore, a group of authors have emphasized the importance of the sustainability of the environment in tourism destinations, including Budeanu (2007) andLuis, Elizabeth , & William , (2020). Other authors have highlighted the importance of communities; such authors include Jensen (2010). Some authors such as Scheyvens (2003) and Everingha , Tamara , Young , & L, (2021),directs our attention to the importance of communities and local service suppliers. Furthermore,other authors such as Hall (2008)and Saarinen (2006), comprehensively examineand emphasize the sustainability of communities, resources, and the environment in relation to the sustainability of tourism. Hall (2008: 204)states that "good resorts and destinations are good communities;"thus, he suggests the existence of a link between community sustainability and tourism sustainability.

We use the importance of communities as a case example in the tourism sustainability debate to further reflect on this issue of symbiotic relationships and 'symbiotic development'. One of the justifications for this selection is based on the work by Hardy et al. (2002), Hopwood et al.(2005) and Welford et al. (1999), according to whomsocio-cultural aspects of the SDand sustainable tourism literature have been sparsely represented as compared with economic and environmental aspects. This claim is also substantiated by Lu and Nepal (2009), who state thatTOs and destination communities represent the recent trends in tourism literature. The other plausible reason to focus on communities is based on the notion that the sustainability efforts at a particular destination will not be successful if the community is notinvolved in these efforts.

In the community context, one empirical exampleof how collaboration between the tourism industry and communities can lead to 'symbiotic development'is exhibited in the case of Noah,a local guide running a micro-tourism business in Zimbabwe. Noah is contributing financially to meeting the community the needs that he and his community identified together, such as educational and medical needs(Scheyvens, 2003). The extent of Noah'ssocial contribution from his total tourism receipts is surprising. He contributes $20 out of the $100 per tourist that he receives (Scheyvens, 2002).In Popper's term,the case can be referred to as a'black swan,'because it undermines the prevalent understanding that social responsibility is the responsibility of only corporations or large businesses. Furthermore, the case has also weakened the arguments of small and medium enterpriseswhich claim that they don't have financial capability to make these social contributions.

Noah links his social contributions with the 'enlargement of people's choices' in these two areas. For Noah, the community and its resources are probably the second most important stakeholders after the tourists. Hecontributesto his community because he knows that this social contribution will make this community better off. He also knows that his contribution may be appreciated by the community in the form of acceptance of hisbusiness and himself. This acceptance will likely increase the community's cooperation, which is important for Noah'sbusiness. Thus,tourism will be welcomed by Noah and the community because it contributes to the 'symbiotic development' of the tourismstakeholders (tourism business represented by Noah and the community)– a win win situation (typologies used by Boyd and Singh, 2003).

CSR shifts from functioning as only a face-saving public relation activity to taking the form of corporate social performance andlinking CSR to the SDof society reflects the evolution of

accountability/effectiveness thinking in businessand the concernthat CSR should deliver bothto society and to businesses, as argued by Blowfield (2004,2005) andMontiel (2008).Banerjee (2008),dissatisfaction regarding companies' CSR behavior reflects the academic concernsregarding the true contributions of these (claimed) social efforts. The integration of the SDconcept into CSR has actually limited businesses' freedom to choose CSR issues to benefit their own interests, as highlighted by authors such as Porter and Kramer (2006)and Wheeler et al. (2003) in general and by Scheyvens(2002,2003) in the tourism literature.Such empirical examples demonstrate that CSR can be used as a tool to both increase the choices of the people and contribute to businesssustainability – a 'symbiotic development' path. The economic, environment and society comprise the three elements of SD and based on Dahlsrud (2008), seventeen out of thirty four definitions of CSR indicate that these three are the core concerns that businesses are expected to address under the rubric of their social contribution. Further, as indicated by Gladwin etal. (1995) in general and Jensen (2009, 2010)in the tourism context, theconcept of interdependence among nature, the economy and society can be used to construct a debate in which partnerships can be used to achieve 'symbiotic development' as a process and as a goal. Figure 1 expresses the idea of this mutual interdependence in the tourism industry.
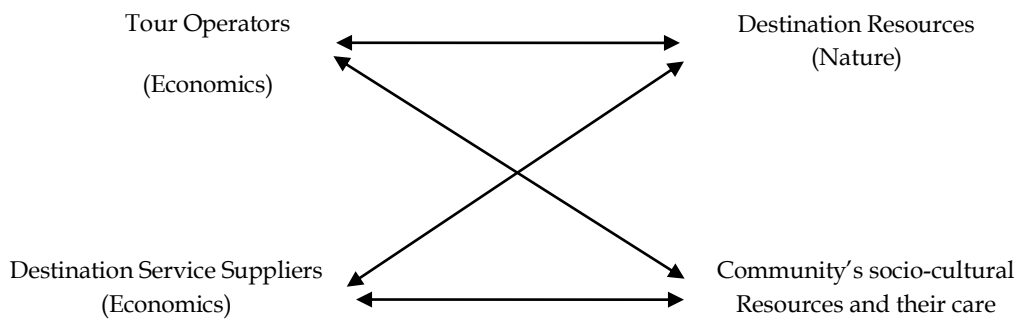

Figure 1: Interdependence among tourism stakeholders

As reflected infigure 1, this interdependence renders a destination community, its resources (including the environment),the destination's service suppliers,and other industry players (both in generaland specifically TOs which exercise most of the control in tourism)as unavoidably interrelated stakeholders. The development of collaborative arrangements to pursue the common goal of 'symbiotic development' constitutes strong business and social sense. It is not merely the business's needs (the 'instrumental'and 'institutional' perspectives of CSR) that may persuade industry players (such as TOs) to establish partnerships withdestinationstakeholders; in addition the practice of marketing and profiting from products not owned by these TOs (such asnatural resources) or owned by locals (such as local culture) and the protection of natural resources because of their intrinsic value, necessitate a moral responsibility (the 'ethical' perspective of CSR)for these TOsto take care of the interests of local stakeholders along with their own interests ('symbiotic development'perspective). As highlighted by Crotts et al. (2000) and Jensen (2009, 2010), 'symbiotic development' (whole or partial) can be the objective of collaborations in tourism.

Therefore, for industry players such as TOs it will contribute towards their business sustainability if they define and pursue the collective interest or common goal or value (i.e., symbiotic development)in partnerships with other firms in the industry and with destination stakeholders. This partnership will

motivate all ofthese stakeholders to work for the passive stakeholders(i.e., the resources at destinations upon which both destination stakeholders and TOs depend).This concept of partnership will also have implications for knowledge creation andsharing, which are vital for product development.

5. Conclusion

The objective of this article was to synthesize the literatures from different disciplines and fields of study to develop support for SDresponsibilities in the tourism industry. Currently, thetourism literature and our limited primary (though limited) research reveal that major tourism industry playerssuch TOs,seemto be less inclined to assume and deliver on this social responsibilitydespite the inescapable dependence of these TOs on destination stakeholders to successfully develop and deliver tourism products.These destinationstakeholders are also facing the consequences of the operations of the tourism industry. However, appealing to tourists is also in the interest of these destination stakeholders. Both TOs and destination stakeholders will be eager to promote tourism as long asitcontributes to thedevelopment of both parties. These contributions require a particular approach (i.e., taking care of that which takes care of you), the possibilities of which can be explored through partnership. This collaboration should be similar to that observed in Niagara region by Telfer (2000) and Everingha , Tamara , Young , & L, (2021), but should not be modeled after the efforts in Madagascar (Jensen, 2009) in which the relationship between TOs and local service suppliers does not contribute to the development of these suppliers. This limited contribution has additional implications such as the protection of the interests of other stakeholders (e.g., attractions/resources), the community will also be uncertain because these interests have difficulty materializing without the support of destination service suppliers.

Therefore, there is lack of understanding regarding the restrictions pertaining to the development of this partnership and its subsequent elevation to the strategic level. We believe that partnerships and higher-level of partnerships can contribute to the development of local stakeholdersand to the tourism industry on a sustainable basis. Such issues require empirical studies to extend the much-needed theoretical foundation in this inter-disciplinary area of study.Further, it is also important to study the ways in which the development of the scope of destination service suppliers (such as the development of their marketing and management capacities) will affect the tourism industry and the local power structure; such difficult questions are also raised by Bramwell and Lane (2009) and Jensen (2010).

As a theoretical contribution, the need to bring cross-disciplinary ideas into new areas of study such as tourism, to increase the rigor of the field is supported by the authors such as Brinberg and McGrath (1985) in general and and Lu and Nepal (2009); Everingha , Tamara , Young , & L, (2021)in the tourism literature. This paper also attempts to address the concerns of the authors such as Lu and Nepal (2009), who observe that TOs and destination communities are the recent trendsin tourism literature.The suggested model in our paper will also help us to address the reservations of Fennell and Przeclawski (2003), and Fennel (2006), according to whomtourism is not driven by ethics.

Practically the paper highlighted the apathetic attitude of tourism industry players toward destination stakeholders. Therefore, the paper urges these industry players to examine at their roles and responsibilities related to the SDof destination stakeholders.The paper will serve as a cautionary signal to governments and those who seek short-cuts to obtain foreign exchange byincreasing the number of tourists and their spending.Therefore, the authors suggest thatwe must reexamine our thinkingwith

regard totourism, because tourism should be studied from the perspectives of both businesses and societies.

However, weagree with Fergus and Rowney (2005), who state that thinking in terms of hidden instrumentality in approaches akin to SD has restricted our ability to reflect upon other approaches to meeting this objective.

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