MASTER THESIS

ENVIRONMENTAL MANAGEMENT IN SPECIALIST ACCOMMODATIONS: THE CASE OF SLOVENIA

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Abbreviations

1. B&B – Bed and Breakfast
2. CO2 - Carbon Dioxide
3. EMAS - Eco-management and Audit Scheme
4. EMS – Environmental Management System
5. EPA – Environmental Protection Agency
6. EphMRA - European Pharmaceutical Marketing Research Association
7. EU - European Union
8. EUEB - European Eco-labeling Board
9. GDP – Gross Domestic Product
10. GSD - Gostoljubnost Slovenskih Domov
11. HCIMA - Hotel Catering & Institutional Management Association
12. HSBM - Hotel Sustainability Business Model
13. IHEI - International Hotels Environment Initiative
14. IHRA - International Hotel & Restaurant Association
15. IPP - Integrated Product Policy
16. ISO - International Standard Organization
17. ISPRA – Istituto Superiore per la Protezione e la Ricerca Ambientale
18. ITP - International Tourism Partnership
19. IWRAW - International Women's Rights Action Watch
20. LTE - Large-sized Tourism Enterprises
21. MICE - Meetings, Incentives, Conference and Events
22. MSW - Municipal Solid Waste
23. NREAP - National Renewable Energy Action Plans
24. SINCID - Slovenian National Committee of International Commission on Irrigation & Drainage
25. SME – Small and Medium Scale Enterprise
26. SMTE – Small and Medium Scale Tourism Enterprises
27. SORS – Statistical Office of the Republic of Slovenia
28. SPSS - Statistical Package for the Social Sciences
29. STA – Slovenia Tourist Board
30. STSC - Sustainable Tourism Stewardship Council
31. TQM - Total Quality Management
32. UNCED - United Nations Conference on Environmental Development
33. UNFCCC - United Nations Framework Convention on Climate Change
34. UNWTO – United Nations World Tourism Organization
35. WTTC - World Travel & Tourism Council
36. ZEK - Združenja Ekoloških Kmetov
37. ZZEKS - Zveza Združenj Ekoloških Kmetov Slovenije
38. ZTKS - Združenje turističnih kmetij Slovenije

Chapter One: Introduction

1.1 Research Problem

The environment is at a pivotal point in any tourism development arena – in an industry whereby activities go hand in hand with the environment, researchers have put a lot of emphasizes on tourism and its environmental impacts, (Chan, & Wong, 2006; Butler, 2008 cited in Ayuso, 2006:2). Tourism's impact on natural resources has also been discussed in numerous tourism literatures, (López-Gamero et al., 2007; Schwab et al., 2008). At the same time, the concern is much more comprehensive in nature linking not only to outputs of business operations but to the whole system, including inputs and processes (Kirk, 1995). After sustainable and environmental management emergence' in the early 1980's and 1990's, companies in the tourism industry, mostly from the accommodation sector, have implemented different voluntary initiatives to show their commitment to the environment (Kirk, 1998). Popular self-regulation instruments applied by the accommodation industry are codes of conduct, best environmental practices, eco-labels, environmental management systems (EMS) and environmental performance indicators (WTTC et al., 2002 in Ayuso 2006:200).

The accommodation sector is at the hub of the tourism industry and it is one sector with activities such as construction of buildings and landscaping, cooking and disposal of waste, use of water and energy tend to affect the environment adversely if not properly managed (Mensah, 2006). The sector consists of a wide variety of establishments, such as hotels, motels, bed and breakfasts (B&B), camping grounds, holiday apartments, and second homes. On an individual basis, these facilities do not usually cause gross environmental pollution or consume vast amounts of resources. Collectively, however, they have significant impacts on global resources and destination degradation (Álvarez et al., 2001). The accommodation sector is the most criticized tourism component because of their potential negative impacts on the natural and cultural environment (Erdogan, & Tosun, 2009). Within this context, it is crucial to engage this sector in better environmental practices. This study however will concentrate on specialist accommodations in Slovenia. Specialist accommodations is defined as the style of accommodation with a small guest capacity, is owner-operated, provides a specialist opportunity or advantage to guests through location, features or services, and offers special activities to its guests (Morrison et al.,1996).

Furthermore, research about specialist accommodation operations and their owner's environmental commitment, management and attitude styles are limited within the academic literature. There are no studies linking specialist accommodation sector in Slovenia and their environmental practices. However, there have been master dissertations from the faculty of economics of University of Ljubljana concerning environmental management in the

Slovenes‟ hotel industry already (Ipavec, 2006: Velkavrh, 2008). A report by the ministry of economic development and technology in Slovenia mentioned that, majority of Slovenian accommodation operators do not devote enough attention to environmental management practices. The reason is lack of understanding of environmental management, since it is regarded as the most cost-demanding and costly mode of operation and not aware of the benefits that comes with it (Ekohoteli, 2006). Mihalič (2004) concluded that, there is a lack of initiative in the environmental field in Slovenian accommodation sector. Lebe & Zupan (2012) pointed out the low level of awareness and knowledge of environmental management among Slovene hotels and the fact that environmental performance is relatively poor. In Slovene hotels, environmental education and awareness building, biodiversity, and partnerships to implement sustainable practices are neglected (Mihalič et al., 2011). On top of these findings, accommodation eco-certificate holders are also rare. So far two green globe certificates, two eco-labels and two ISO standards have been issued for accommodations in Slovenia (Mihalič et al., 2011; Bojnec & Jurinèiè, 2009; STB, 2011). This research mainly covers the environmental management system, policies, practices and techniques implemented by specialist accommodation operators in Slovenia. Hence, the research group is primarily the administrators (owners, managers, operators, caretakers) of specialist accommodations and their various sustainability policies and practices and techniques. Managers significantly influence the environmental commitment of their firms through their interpretations, preferences or decisions and their commitment to sustainable development is paramount to the success of long-term businesses advantage (Mihalič, 2000; Lopez-Gamero et al., 2011).

1.2 Aims and Objectives

This study concentrates on a specific type of environmental management in the accommodation sector in Slovenia. Thus the main objective of the study is to investigate, the meaning of sustainability in these establishment as well as examining how specialist accommodation operators manage and implement environmental management techniques that contributes to sustainable natural environment. Specifically, the objectives of the research are:

- To identify the environmental management techniques used by specialist accommodation operators in Slovenia.
- To evaluate motivations and barriers to the adoption and implementation of environmental management practices and policies in specialist accommodations operators in Slovenia.
- To evaluate the motivations and barriers as to why specialist accommodations will apply for and environmental certificate.
- To recommend best strategies to increase motivation for environmental management in specialist accommodations

- To contribute to Slovenia's knowledge base of tourism academic work written in English language.

In other to achieve the above objectives, the study developed a main research question and sub-sets of research questions.

1.3 Research Questions

In light of the above discussions, the main research question is:

How do specialist accommodation operators manage and implement environmental management practices and techniques?

Sub-research questions developed to contribute to achieving the study's objectives are:

1. Are specialist accommodation operators in Slovenia pro-environmental?
2. What voluntary environmental management techniques are implemented by Slovenia's specialist accommodation owners?
3. Do specialist accommodation owners receive environmental awareness and support from tourism stakeholders?
4. What factors affect specialist accommodation operators in rolling out an environmental management program in their operations?
5. What are the motivations and barriers that affect specialist accommodation operators in applying for an eco-certificate?

1.4 Thesis Structure

Chapter one gives a short introduction to the background of the study and the field environmental management problems in the accommodations industry. It also presents the problem statement, research objectives and questions that will be explored in the thesis.

Chapter two gives an overview of the relevant literature and theories on environmental management in specialist accommodations and an aspect of sustainable tourism that is relevant to environmental management. This will serve the basics for the development of the research instruments that will be the conceptual basis for answering the research questions. Best practices, environmental management techniques recommended for small-scale tourism accommodation operations are discussed. The theories related to the factors that influence

environmental practices and implementations are examined. The theory is also used to identify and shape the barriers and motivational factors that influence environmental management in specialist accommodation sector.

Chapter three presents a simple destination analysis of Slovenia. Tourism development background, sustainable tourism development, eco-labels and the accommodations sector in Slovenia is discussed.

Chapter four presents the research methods and the process of data collection that were chosen for the study, the reasoning behind those choices and the subsequent limitations. A research method of questionnaire-based survey of specialist accommodation operators will be explored.

Chapter five presents research findings and discussions on specialist accommodations and environmental practices. This is based on quantitative analysis from research instrument developed from the theory. Hence, the findings relating to the theory and the implications of the findings are discussed.

Chapter Six recommends a mechanism to help encourage specialist environmental management awareness creation, encourage environmental policy adoption and environmental management technique implementations in specialist accommodation. As well as future research.

Chapter Seven contains the conclusion of the study linking the objectives of with research findings.

Chapter Two – Environmental Management in Specialist Accommodations

2.1 Sustainability and Tourism

Sustainable tourism is not a specific type of tourism, but rather a concept that is embodied in all areas of tourism development policies and practices (STB, 2012). Hence it definition has been many, including eco-tourism, green travel, environmentally and culturally responsible tourism, fair trade and ethical travel (Shah et al., 2002). But the most widely accepted definition is by World Tourism Organization (UNWTO). It states that "Sustainable tourism takes full account of current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, and environment and host communities" (UNWTO 2004b). Achieving a balance between economic, social and natural environment is very important for long term sustainability. Thus, sustainable tourism should:

- Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
- Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
- Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation (UNWTO 2004b).

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. It is a continuous process and requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary. It should be demand driven, logical and realistic (UNWTO 2004b). Ecotourism, sustainable tourism, community-based tourism, fair trade and ethical tourism and pro-poor tourism are "new" forms tourism that intersects development and sustainability (Munt & Mowforth, 2008). Sometimes all these new types of terms make sustainable tourism principles and practices at odd with each other. Mostly, there is gap between practices and principles. In recognition of this tension, concepts of sustainability have attracted wide interest in the tourism industry and among tourism researchers. While definitions and interpretations of sustainable tourism are many and varied, they have referred in part or in full to the central features of sustainable development principles (McNamara & Gibson, 2008). However these three elements put together are crucial for the sustainability of the tourism but still not enough to tackle the whole sustainable tourism development situation especially in the accommodation sector due to the inter-

disciplinary nature it has. Notably Mihalič et al., (2011) advocates 3+3 sustainability model which seeks to expand the basic 3 pillars (environment, economic and social-cultural) to include a further three important aspect that is seen as among the pre-requisite if sustainability can be implemented and achieved in the accommodation sector. They are

- customer satisfaction (a precondition for sustaining tourism business)
- environmental education (a precondition for environmentally responsible behaviour of both staff and customers)
- political power and support which enables the implementation of sustainability strategies (Mihalič, Žabkar, & Cvelbar, 2011).

However, the main concern is not defining or adding different pillars. The continuing merely to define and redefine what the concept of sustainable tourism means in principle will serve only to postpone a serious and concerted academic debate regarding the much more important issue of what it involves in practice. The urgency of the situation is all the more real given the recent efforts of the tourism industry to address the sustainability issue through the medium of sustainability guidelines and codes of practice (Garrod & Fyall, 1998).

2.1.1 Environmental Management

Environmental management in simpler terms are process and practices introduced by an organization for reducing and eliminating and ideally preventing negative environmental impact arriving from its undertaking (Penny, 2007). Hence this study will look at the early citations of environmental management related to the accommodation sector.

The word environment means anything that exists outside the system. The system itself can be either open or closed. An open system is one with a porous boundary in which the system interacts with the environment smoothly and without any obstruction. A closed system is one that does not directly interact with the environment. In a hotel system, for example, there is a high degree of human interaction which means that it is an open system with very large potential impact on the environment (Kirk, 1996). Kirk continued his discussions on environmental management as very complex in nature consisting of large amounts of interactions amid different kinds of systems. These systems interact among various other systems covering issues such as: environmental impact (aesthetic, cultural, natural and social); sustainability; resource management; and pollution. This arguably symbolizes the nature of defining environmental management. Almost all business activities involve a system in which alterations are made to convert inputs to output from which revenue will be derived. The three essential components are input, in the form of raw materials or human capital, output, in the form of products or services and the production processes and systems (Kirk 1996). But environmental management as a concept is not only concerned with the output of

the operations that damage the environment, but also the input and all of the systems and processes. Environmental management as an open system means there exists various linkages and interface, thus it is a necessity for a good environmental management system to ruminate all important interfaces. The main objective is that every organization (hotels alike) needs to manage their operational practices to eliminate the negative impact on the environment (Cano-Guillen et al., 2002). Protecting and preserving the environment is the goal of environmental management and this has become increasingly important in the face of resource shortages, increasing costs and undesirable changes in climate and the environment (Bohdanowicz, 2006). As a result of these discussions, the characterized fact is that the definition of environmental management and its main goals are parallel. That is why the study generated the characteristics of environmental management as donated by Barrow, (2006) as:

- It is often used as a generic term;
- It supports sustainable development;
- It deals with a world affected by humans (wholly natural environments rare today);
- It demands a multidisciplinary or interdisciplinary approach;
- It has to integrate and reconcile different development viewpoints;
- It seeks to co-ordinate science, social science, policy making and planning;
- It is a proactive process
- It recognizes the desirability of meeting, and if possible exceeding basic human needs;
- The timescale involved extends beyond the short term, and concern ranges from local to global;
- It should identify opportunities as well as address threats and problems;
- It stresses stewardship, rather than exploitation.

These characteristics are based on the assumption that there is an optimum balance of natural resource uses, and that the environmental manager must decide where that lies, using planning and administrative skills to reach it (Barrow, 2006). In this regard, environmental management aid an organization to better integrate the various interfaces of environmental systems which consist of three essential components aforementioned by Kirk, (1996) to produce a desirable outcomes in the end, by forming a planned and continuous management process of assessment to measure progress and achieve set targets. This process is likable to the concept of total quality management (TQM), which was primarily designed as a mechanism mostly by the private sector to accomplish higher and more consistent product quality. TQM is a concept based on a plan-do-check-act continual improvement method that leads an organization through a consistent systematic cycle of planning, implementation, performance monitoring, and assessment and improvement (AL–Shourah, 2007).

2.1.2 Environmental Management Timeline in the Accommodation Sector

Environmental management in the accommodation sector can be traced to major initiatives mainly in the 1990s – such as Agenda 21 for the travel and tourism industry, ISO 14001 and green globe. Until the development of these initiatives, environmental management in the accommodation industry was not a topic of interest to most stakeholders and its meaning and structure was scares. This however changed in 1992 when the International Hotels Environment Initiative (IHEI) was launched by the Prince of Wales with it first outcome been the development of a manual on environmental management for hotels (Kirk, 1995). The International Hotels Environment Initiative – currently known as International Tourism Partnership is usually considered as the tick-off of a global 'greening' trend in the accommodation sector (ITP, 2007; Kirk, 1995). The IHEI is an educational charity designed to encourage continuous improvement in the environmental performance of the global hotel industry. The initiative work through three main strategies which are raising environmental awareness, promoting good practice internationally, help with implementation of environmental programs and multiplying the reach and impact of IHEI (Kirk, 1995).

In 1994, the HCIMA and the WTTC joined resource to create an initiative on environmental management awareness known as green globe. This initiation has been well received globally regarding environmental management in the accommodation industry. Green Globe is an Agenda 21 based industry improvement program and linked to ISO standards to offer guidance and a certification process for the accommodation sector (WTTC & IHRA, 1999). Over the years, the EU Eco management and accreditation scheme (EMAS) as well as EU eco-labels have become major environmental management initiatives in Europe. For the purpose of this study, ISO 14001 and EU eco-labels are chosen for further review. EMAS was not chosen because they share the same objective with 1SO 14001 and their differences is not significant for this study.

2.2 Environmental Management Techniques

As a generic business strategy (Barrow 2006), Environmental management techniques represent the link between business operations and environmental management relating to business; it can also be a distinct processes or business and environment as a joint process (Hoffman, 2000). As a joint process, Meyer (2000) agreed that environmental management is now part of the core business philosophy and operations management of a lot of hotels and hospitality business. As a core business philosophy, it depicts characteristics of environmental sustainable hotel management which discusses the application of sustainable techniques to the management of the hotel industry that recognizes the open nature of hotel systems and its large amount of human interfaces. It also consists of operational matters such as

environmental impact, sustainability, resource and waste management, control, emission and pollution (Kirk, 1996).

The accommodation sector as a service industry is also a significant consumer of resources (Bohdanowicz & Martinac, 2003). Hotels for instance operate 24 hours, providing a range of different services and facilities to guests for their comfort and leisure. The basic element in the accommodation sector involves housing and provision of food, water and waste. Even though there are different categories, grade and segments in the accommodation sector, the nature of service remains similar (Ustad, 2010). The sectors operations impact the environment in many different ways (Revilla et al., 2001). Location of an accommodation close to nature sensitive areas has a delicate eco-balance (Kirk, 1996). But type of services also affects the environment. For instance, more luxury and comfort can be associated with greater consumption of water, energy and other resources. In general, the accommodation sector resource usage including energy and waste means that growth and progress of the hotel industry in destinations relies on continuing access to natural resources and environmentally sound operational practices (Bohdanowicz, 2005). Many studies have claimed minimizing operating costs and maximizing resource consumption is the most convincing strategy to engage environmental management in the accommodation sector (Ayuso, 2006; Bohdanowicz, 2006; Kasim, 2007; Kirk, 1995; Tzschentke et al., 2004). Minimizing operational costs are typical in four areas: water and waste water management, energy management, solid waste reduction and management and green purchasing (Erdogan & Baris, 2007). Discussions on core environmental techniques - water management, energy management, and waste management, green purchasing and other sustainable practices are provided further in detailed.

2.2.1 Energy Management

The accommodations sector uses enormous amount of energy, their operational activities require energy usage on a daily basis for 24 hours, regardless of seasonality, number of guests and its location (Kasim, 2007; Deng, 2003). Due to the fact that, these operational activities are made up of small operations which provide goods and services to satisfy guest needs. Energy is required to maintain the tools which are used to carry out the functions efficiently to maintain the flow of guests (Gössling, 2002). Most hotels energy consumption is used for heating, cooling, ventilation, hot water, lighting, laundry and kitchen activities and miscellaneous uses (Dascalaki, & Balaras, 2004). The use and consumption of different forms of energy by hotels lead to the release of harmful gases into the atmosphere (Bohdanowicz (2005). The harmful gases said to be emitted due to consumption of different energy resources by hotels is estimated at 160 and 200 kg of CO2 per m2 of room floor area, depending on the type of fuel used to generate electricity (Bohdanowicz, 2005; Kirk, 1996; Bohdanowicz & Martinac, 2003 in Ustad 2010). With their broad range of services hotels

have the potential to achieve energy savings across a number of functions. Generally, motels appear to constitute an efficient accommodation type. The remaining categories - B&BS, backpackers, and campgrounds contribute less to the total energy use, but this should not impede an effort in energy savings (Becken, et al., 2001). Energy management practices can start from easy to implement and less costly techniques to innovative technologies using alternative sources. Examples of easy to implement alternatives include energy efficient light bulbs, the installation of ceiling fans only without air conditioning, and guest education regarding turning off lights when they are not in use. Development in technology and innovation has contributed to smart tag energy systems, solar energy for heating and power, co-generation, wind and water generated energy techniques (Carmody & Zeppel, 2009).

Within smaller accommodation facilities, energy efficiency can be influenced by a variety of methods. The selection of energy efficient appliances, insulation and double-glazed windows minimize heat flows, and natural shade from trees will assist cooling, energy sources other than main electricity (preferably solar), and the encouragement of guests to walk or cycle where possible will help reduce greenhouse gas emissions (Crabtree & Newson, 2000). Many of these specialist accommodation operations are comparable to the size of an average household often having similar appliances and room size (Carmody et al., 2009). Research findings by Curtis, (2002), ranked energy techniques from excellent to poor techniques and found out that among the hotel industry, only an 'average' environmental performance within the hotel and resort sector put emphasizes on minimal attempts at energy efficiency. See Table 2.1 below:

Table 2.1 – Level of Energy Efficiency Technique

Level	**Energy Efficiency Technique**
Excellent	Automated system; central controls on lighting and air conditioning; some renewables; cogeneration
Better than most	Energy savers limited air conditioning; limited appliances and luxury items
Average	Minimal attempts at efficiency
Below average	No energy savers; fully air conditioned; spas
Poor	High energy users; no efficiency measures taken

Source: Curtis (2000) in Carmody, (2007:54)

In eco-certified and non-certified hotels, eco-resorts and caravan parks in Australia, the implemented techniques from descending order were gas hot water systems, energy efficient lighting, demand driven energy use control systems, energy efficient appliances and solar hot water (Warnken et al., 2005). Environmental best practices are mostly uneasy and complicated practices. For accommodation providers, the general mode of operation, type of product, existing infrastructure (buildings, access roads, etc.), and local climatic conditions in combination with each other as well as other factors will set strict limits on the level of per capita energy and water consumption performance that can be achieved. This means, the mode of accommodation, type of services, current infrastructure and local climatic conditions

must be taken into account simultaneously (Warnken et al., 2005). As a result, specialist accommodations whose building design and geographical location are somewhat complex, old fashioned or remote location will find it difficult to implement some techniques.

The primary reason why energy management is significant in environmental management is that, 85% of world energy consumption is based on fossil fuels Ustad (2010) and fossil fuels are major source of anthropogenic carbon dioxide (CO2) emissions into the atmosphere Muradov (2001). They also emits harmful gases like, nitrogen oxide, water vapors, hydrocarbons and carbon monoxide which results in the alteration of biogeochemical cycles and also carbon dioxide increase global warming (Gössling, 2002). Improving the quality of energy use means using mostly renewable source of energy which in Slovenia are wood biomass, followed by hydroenergy, while in recent years development has been most dynamic in exploiting solar energy and biogas (NREAP 2010).

2.2.2 Water Management

Unlike energy efficiency management, most research about water usage and conservation best practices relating to the accommodation sector are scares or mostly just about large hotels instead of small and medium size hotels categorized in specialist accommodations (Carmody, 2007: Bohdanowicz & Martinac, 2007: Cole, 2012). In comparison with other economic sectors, such as agriculture, there are no specific regional or national water use statistics for tourism, and tourism-related water use is still under investigated. There is also a strong contention about the amount of water each guest used per night in a hotel (Gössling et al., 2012). Bohdanowicz (2005) mentioned about three suggestions in his article on European hotelier's environmental attitude. Depending on the hotel standard, guests generally consume between 170 and 360 liters of water per night. Second suggestion is a figure of 440 liters per guest-night, while another source reports a consumption of 224 liters per guest-night. As recent as 2012 water consumption rates in a range between 84 and 2000 liters per tourist per day, or up to 3423 liters per bedroom per day. But his suggestion includes water used by hotel's staff and clients as well (Gössling et al., 2012). However since these figures correlates to large hotels, it is logical to say that specialist accommodations should report lesser figures due to their usual characteristics.

Large hotels accounts for the most water consumptions, the highest water use rates are in hotels with spas and large or multiple swimming pools (Bohdanowicz & Martinac 2007). Higher laundry volumes per guest per day are a result of sport and health centers, as well as affected by textile quality and/or weight of laundry items, including very large towels for spa facilities or beach use (Gössling et al., 2012). This is not the same situation in specialist accommodations, since their characteristics suggest that, they do not have facilities that consume water compared to large hotels and resorts. In concurrence, guesthouses, for

instance, water for irrigation (for gardening purposes) accounted for only 15 per cent of the total water use (37 liters per tourist per day), compared to 50 per cent, or a weighted average of 465 liters per tourist per day) in hotels and resorts. The main quantity of water in specialist accommodations is consumed for the purpose including taking showers, flushing the toilet, and the use of tap water, laundry and Kitchen (Gössling et al., 2012). Carmody (2007) speculates that one third of all water consumed within accommodation establishments is for the purpose of toilet flushing. As part of ways to conserve water, the table 2.2 below depicts as listed in the literature about demand side of water conservation techniques in the accommodation sector.

Table 2.2 Water Conservation Techniques in the Accommodation Sector

Outdoor	**Guest Rooms**	**Kitchens**	**Management**
Installation of water meters to monitor water use	Use efficient toilets and faucet flow restrictors	Use of efficient dishwashers	Educational programs for staff
Selection of drought resistant plants and grasses	Use of dual flush, reduced flush and dry composting Toilets	Use Efficient ice-makers	Informative signs on how to save water for tourists
Mulching of garden beds to reduce evaporation	Use water-saving showerheads	Use of flow control regulators at sinks and basins	Using front loading washing machines
Installation of drip irrigation systems with electronic controllers and moisture sensors	Towels and linen reuse programs	Pre-rinse spray valves with smaller nozzles	Use of recycled water for non-portable
Use of rain or Grey water for irrigation		Vegetable cleansing or foods in earthenware bowls and not with continuous flow of water	Measuring water consumption and establishing benchmarks

Source: Gössling et al., (2012)

Water consumption by hotels is far higher than household consumption, due largely to the collective consumption in hotels (watering gardens that must be kept attractive, daily cleaning of rooms, filling of swimming pools, kitchen and above all, doing the laundry). Furthermore, holidaymakers have a 'pleasure' approach to shower or bath and generally use more water than they would normally do. For that reason, water management is a major concern for hoteliers since it can reduce the total cost of actual water consumption, and also the cost of wastewater treatment (Gössling et al., 2012). Water management can be approached in two ways which is demand side management (reducing water use), and supply side management (increasing water provisions) (Bates et al., 2008 in Gössling et al., 2012:11).

2.2.3 Waste Management

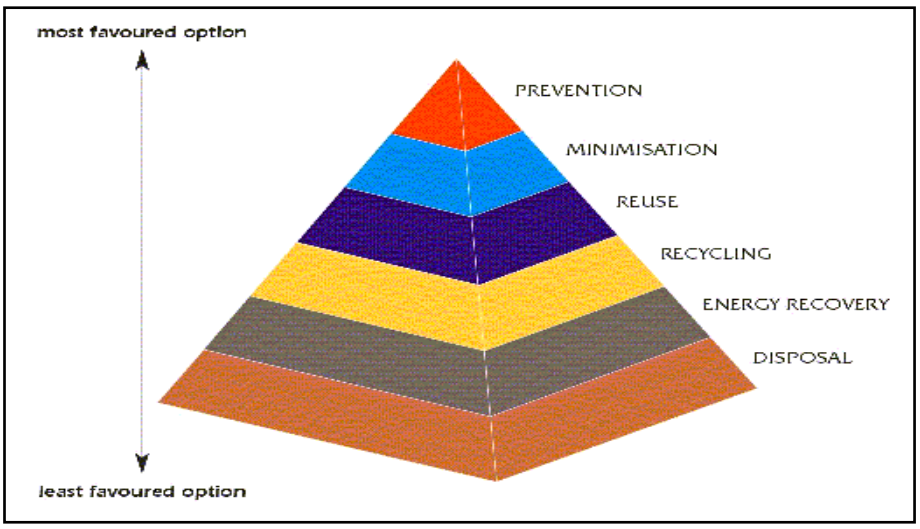
Environmental Protection Act (EPA) 1990, defined waste as: any substance which constitutes scrap material or an effluent or other unwanted surplus substance arising from the application of a process, or any substance or article which requires to be disposed of as being broken, worn out, contaminated or otherwise spoiled (Cited in Radwan, 2009:31). Ustad (2010) reported that, the generation of waste by hotels is one of the visible effects that a hotel has on the environment. The amount of waste generated by accommodation establishments do not only depend on the size of a particular establishment but also the type of functions or events being held at the hotel and during a particular period (Kazim, 2007). Basically resources in terms of money and energy are needed to manage waste from a hotel, so waste management is another way to save the hotel some operational cost. Radwan (2009) stated that the effect of waste affect economic and environmental costs on the society through its collection, treatment and disposal; it also affects income level; environmental performance and public image of the hotel sector (Trung & Kumar, 2005).

Most waste generated in accommodations are mainly paper, food, various metals, plastics, aluminum and glass (Alexander, 2002). Specifically, estimations of hotel waste contains 46% of food waste, 25.3% of paper, 11.7% of cardboard, 6.7% of plastics, 5.6% of glass and 4.5% of metal waste (Kasim, 2007 in Ustad 2010:21). Dangerous waste from accommodations like printer cartridges, used oils, fluorescents elements, batteries and empty cleaning packing can be toxic or harmful for the health and the environment (Márquez, 2005). As explored above, waste disposal and waste minimization can both be unsustainable especially regarding toxic waste disposal because waste production is a significant aspect of the activity since it disposal can produce serious impacts in the environment. Generally speaking, and as a practical situation, waste oils generated from a hotels kitchen are mostly separated from other waste and given to a specialized company for their treatment (Best, 2008). The danger is that negative impacts (e.g. soil and water contamination) arose when solid waste disposal practices diverged from the established protocols for specific areas, citing the example of the Okavango delta in Botswana where some lodges and camps burned their waste instead of using the government operated landfills (Mbaiwa 2005 in Best 2008).

Usually, waste is best prevented or reduced at the point of generation, but in some instances strategies can be used to reuse and recycle wastes that are generated. Inevitably some waste will need to be treated and disposed (Baker & Vandepeer, 2004). Redwan (2009) suggested the use of the waste management hierarchy for solid waste management in small hotels. He argued that, the waste management hierarchy adopted from "waste on line (2006)" provides a model for waste management which both public and private-sector waste carriers could use it as a guiding tool in setting out their waste management strategies. As part of this study

relating to specialist accommodations (small hotels), the same hierarchy will be adopted with clarified issues centering on waste management as a tool for environmental management in specialist accommodations. See Figure 2.1 below:

Figure 2.1 - Waste Management Hierarchy



Source: Adopted from Wade (2012)

Baker & Vandepeer, (2004) provided detailed explanations of waste management hierarchy as follows:

- Waste prevention - practices that avoid the generation of waste altogether;
- Waste minimization- practices that reduce waste or enable direct reuse of waste materials for the same grade of use;
- Waste recycling - practices that enable the use of valuable components of waste in other processes;
- Waste treatment - practices that reduce hazard or nuisance inherent in waste, preferably where generated; and
- Waste disposal – as the least desirable option on the hierarchy, it usually involves landfill and incineration of waste (Redwan, 2009:34). Waste disposed on landfill or by incineration is done incineration with energy recovery or without energy recovery (Rasmussen et al., 2005).

In practices, waste management hierarchy is simple procedures to help establish waste management policies (Rasmussen et al., 2005).

2.2.4 Purchasing Policies, Patterns and Practices

The purchase of produce and products produced within an area is significant in the sense of creating supports for other local suppliers and enterprises of the local economy. Moreover, such practice helps reduce the importation of goods into the area and subsequently leakages from the local economy are also reduced boasting a strong output for the local economy. Additionally, such support of local suppliers/retailers helps to maintain, or increase, the range of supplies as well as contributing to their viability and sustainability (Leslie, 2001). Purchasing policies which Kirk (1996) defined to include the development of partnerships with local suppliers, identifying sustainable products and choosing products with sensible packaging is an important environmental management practices. Green purchasing or green procurement as it sometimes referred to so, is a principal means to minimize negative environmental impact from the accommodation sector.

An indicator list proposed by Leslie (2001): a formal purchasing policy; choice of environmentally concern supplies and suppliers, use of pre-packed portioned products, local products/produce favored against importation and environmental policy of suppliers requested. Over a decade ago, there was empirical research in a number of sectors suggesting that the traditional role of green purchasing is being subjected to further re-evaluations in the light of the drive towards better environmental management throughout organizations and throughout "supply chains" (Green et al., 1998). Currently, research suggests that the nature of firms' response to environmental pressures is leading to a much more significant, and central, role for purchasing and supply management than the function has experienced before. Some of these firms are enhancing their competitiveness through improvements in their environmental performance to comply with mounting environmental pressures and regulations, to address the environmental concerns of their customers, and to mitigate the environmental impact of their production and services. Green supply management as a form of environmental improvement is an operational initiative that many organizations are adopting to address such environmental issues (Rao & Holt, 2005).

2.2.5 Other Good Environmental Practices

Good environmental practices consist of activities that are normally intangible and it overall effect cannot be measured compared to energy bills for example. But they contribute to the achieving concrete results in waste or water management (Carmody 2007). For instance guest education between owners/operators are intangible hence they do not have direct influence on an accommodations environmental policy. Hence they become supplementary activities that can support the environmental management actions of the hotel and add credit to their marketing image in cases where they promote their sustainable efforts. Operators buying from local suppliers or eco-friendly suppliers are such practices.

2.3 Environmental Management System

Tinsley & Pillai (2006) reported that rising environmental pressure from the media, political environment activist and so on have produced a growing concern in the tourism industry for organizations to take full responsibility and accounting for their business activities that treat the environment and minimize their negative environmental output. In this regards, methods of managing negative environmental impact has been tried and tested with different kinds of successful and unsuccessful stories. In the end, it was discovered that governmental approach and controlled approaches which have mainly been unsuccessful are been criticized because off their inflexibility and cost-inefficiency (Ustad 2010). But most successful approaches in environmental actions happen to be voluntary actions (Arimura et al., 2008). Partly due to published guidelines, training and funding programs, in recent years the hotel sector has witnessed an increasing number of companies adopting voluntary environmental tools (Ayuso, 2006). The term "voluntary approach" is the initiatives formulated and implemented by the company that causes pollution and is focused on improving their environmental performance (Higley et al., 2001). An environmental management system is a way for management to deal with aspects that impact on the environment. It allows an organization to control the impact of its activities; products or services on the natural environment (Chan, 2009). Márquez (2005) confirms that EMS has reached the enterprise world with voluntary schemes to obligate their selves to evaluation and improving their environmental performances. Environmental management is part of an overall management system that includes three main aspects for developing, implementing, achieving, reviewing and maintaining the environmental policy. They are organizational structure and planning activities, responsibilities, practices, procedures and processes and resources (INEM in Márquez 2005:20). Hence, an environmental management system is usually defined as a part of the overall management system with main elements focusing on the organizational structure, the activity planning, the responsibilities, the practices, the procedures, the processes and the resources to develop, implement, carry out, and revise the environmental policy and keep it up to date (Cañón-de-Francia & Garcés-Ayerbe, 2009).

There are three main instruments which are applied to voluntary approach in an environmental management system as: unilateral commitments made by polluters, negotiated agreements between industry and public authorities, and public voluntary schemes developed by environmental agencies (Higley et al., 2001).

- Unilateral commitments consist of environmental improvement programs set up by firms and communicated to their stakeholders (employees, shareholders and clients) where a firm commits themselves to achieving a target. For example reducing its emissions by 20% over a five year period, and increase the practice of re-use, re-

cycling mainly using readily degradable packaging. In brief, unilateral commitments refer to uncertified environmental practices for instance environmental codes of conducts (Mihalič, 2000).

- Public voluntary challenge between industry public authorities are set standards regarding a combination of processes and procedures to be followed, or targets to be attained, and participating firms agree to meet these targets. An example is EMAS.
- Negotiated agreements are agreements between a sector and group of sectors to meet one or more overall targets. Most of the negotiated agreements are legally non-binding and the firm has no legal obligation towards fulfilling the responsibilities (Ustad, 2010).

On the subject of voluntary approach instruments, Delmas and Terlaak (2001), argues that, negotiated agreements and public voluntary programs are the two most important types of voluntary approaches. Voluntary approach in an EMS is not only as a measure to protect the environment and increase the positive environmental impact of a firms but improving cost effectiveness, improving flexibility and promoting technological innovation is regarded as supplementary benefits (Rivera 2002; Arimura et al., 2008). The most common voluntary instruments used by the hotel industry are codes of conduct, EMS, best practices, eco-labels and environmental performance indicators (Ayuso, 2006). Eco-labels and EMS are considered as the best environmental practices for hotels. Ayuso (2006) further states that EMS certification is considered to be the most successful practice in the hotel sector with EMAS and the ISO 14001 standard been more successful in the hotel sector than eco-labels. With ISO14000 and green globe being the most common formal certification schemes that are used and practiced by hotels (Ustad, 2010). In this case, the hotel establishment is considered to have a formal EMS when the business engages in a formal certification process. However, in accord with (McKeiver & Gadenne, 2005) many businesses may be environmentally friendly without engaging in formal certification processes. A potentially large number of businesses could be engaging in a combination of environmental activities such as recycling, waste management or energy conservation, which may indicate whether an SME such as specialist accommodations has an informal EMS in place. An ‘informal EMS’ is determined by the behavior of SMEs engaging in environmentally friendly practices, for example internal systems of waste management and recycling (McKeiver & Gadenne, 2005).

2.3.1 ISO 14001 Standards

A valid response to institutional pressure regarding environmental affairs is ISO 14001 certification (Cañón-de-Francia et al., 2009). This voluntary international standard created in 1996 by the International Organization for Standardization (ISO), enables firms to inform stakeholders of the application of an environmental management system (EMS). In short, ISO 14001 represents both an internal management tool and a way of advertising an organization’s

legitimacy among stakeholders (Boiral, 2007). A lot of academics have examined the question of whether ISO 14001certification is just 'green-wash' bandwagon or it actually leads to better environmental performance (Yin, & Schmeidler, 2009). A study comparing facilities that have ISO-certified EMS with firms that have uncertified EMS or no EMS at all concluded that the adoption of an ISO 14001 certified EMS improved firms environmental performance (Potoski, & Prakash, 2005). Cañón-de-Francia et al., (2009) mentioned that even though voluntary ISO 14001 certification does not guarantee a specific level of improvement in environmental performance, there is empirical evidence that this standard does help to improve the environmental performance of organizations. For instance annual recertification audits, although not the strongest monitoring and enforcement regime, may ensure firms uphold their commitments to maintain their EMS and produce the environmental benefits that follows (Potoski & Prakash, 2005).

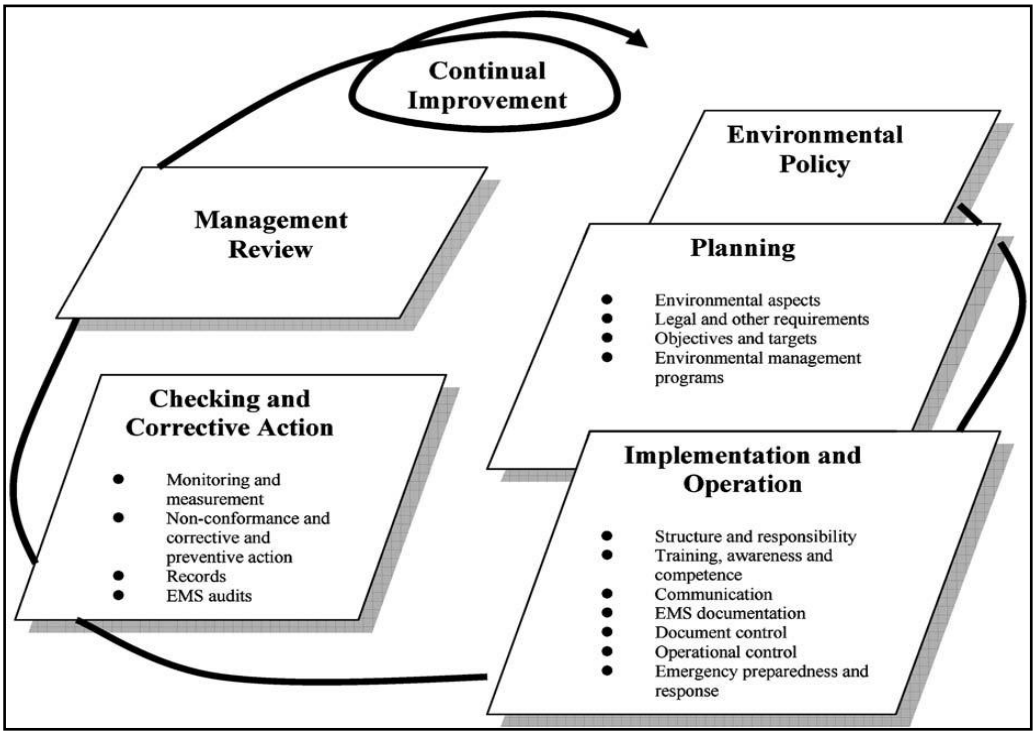
International ISO 14000 standards were developed mainly in response to the proliferation of national EMS standards in various countries, which forced companies to deal with dozens of potentially incompatible systems from each country in which they conducted business (Chan & Wong, 2006). The ISO 14001 is part of a long list of ISO 14000 series standards which is made up of 20 environmental standards that are voluntary and process-based (Chan and Wong 2006). The family of ISO 14000 standards include the following:

- ISO 14001—EMS: specifications with guidance for use,
- ISO 14004—EMS: general guidelines on principles, systems, and supporting techniques,
- ISO 14010—guidelines for environmental auditing: general principles,
- ISO 14011—guidelines for environmental auditing: audit procedures,
- ISO 14012—guidelines for environmental auditing: qualification criteria for environmental auditors,
- ISO 14024—environmental labeling,
- ISO 14040—life cycle assessment, and
- ISO 14060— guide for the inclusion of environmental aspects in product standards.

From the list of ISO standard series, only ISO 14001 certification is the standard against which an organization can become certified for an EMS. The rest of the documents are only guiding principles and support documents for ISO 14001. ISO 14001 is therefore the central document and the critical element, thus becoming an environmentally friendly hotel means adopting an EMS that meets ISO 14001 standards and which extends throughout the hotel organization, and between the hotel and its guests, local community, and even its suppliers (Chan, 2011). Chon & Wong (2006) made a detail explanation the motivations for adopting

ISO 14001in the hotel industry and stated that it consist of five main principles that are shown in figure 2.2 below.

Figure 2.2 ISO 14004 General Guidelines



Source: First edition, ISO 14004: 1996E – Adopted from Chan & Wong (2006)

The general guidelines on principles, systems and supporting techniques are explained below;

- Environmental Policy - develop a clear and committed policy on environmental protection, including the commitment to comply with relevant environmental legislation and regulations, and to make continual efforts to improve. Hence, the environmental policy can be seen as the driving force for implementation and improvement of an EMS. As a consequence, the environmental policy has to fit with the environmental impacts of the businesses' activities, products and services.
- Planning - analyze the macro and micro aspects in the planning stage;
- Implementation and operation - develop a structure and a set of responsibilities, training procedures, operational controls, and documentation;
- Checking and corrective action - monitor performance against possible future legislative requirements and take corrective and preventive action in cases of non-conformance; and
- Management review - reviews the EMS at predetermined intervals to cater to the changes and needs of environmental policy.

Indeed the ISO 14001 is efficient in the industrial world in general and the accommodation sector as well, but it cannot be a tool for specialist accommodations because of its cost-

effectiveness and value for money for SME in the hotel industry and the fact that it does not come with concrete technical tools to help a small scale accommodation. In Brief and according to Sebhatu & Enquist (2007) ISO 14001 standard aims to create sustainable improvements in the practices of participating firms through the implementation and integration of appropriate environmental management tools. The flexibility of ISO 14001 means that, it is applicable in several organizations irrespective of size, type and location. Acquiring ISO 14001 means the acquirer pledges to comply with regulations and specific benchmarks (Yin & Schmeidler, 2007). As such ISO 14001 can be a management tool which helps the hotel to track, manage and improve performance and will not help to save the world (Chan & Wong, 2006, Ustad 2010).

2.3.2 Eco-Labels

Due to the diversity and quantity of eco-labels available in the tourism and hotel industry, it makes a single definition of them very difficult, (Kozak & Nield, 2004). However, The EU's eco-labelling scheme, defines itself as "a voluntary initiative to promote products and services which have the potential to reduce negative environmental impacts, as compared to the other products and services in the same product or service group, thus contributing to the efficient use of resources and a high level of environmental protection. Also eco-label is a form of a voluntary initiative under which each applicant is assessed against the previously stipulated criteria independently, as opposed to being assessed against other applicants (Sanabria et al., 2003). Eco-labels are given to all those applicants that meet the criteria, not only to the best-performing ones. It identify products and services that "are better than" others available. It represents the commitment or the achievement of that company to behave and supply products according to certain standards. The link between these two definitions and as the basic elements of eco-labeling is the "voluntary initiatives" criteria based and aiming at reducing negative environmental impacts of tourism related enterprises. The voluntary mechanism of eco-labeling programs ensures high standards of environmental performance beyond legislation (Font, 2002). Within a market economy, voluntary standards are considered to be more efficient, more flexible and less discriminatory than state-imposed taxes and quotas in meaningfully integrating social and environmental concerns within economic growth (Vorley, Roe, & Bass, 2002).

According to the EU eco-label scheme, eco-labels will be pursued through the provision of guidance and accurate, non-deceptive and scientifically based information to consumers on such products and services (EU eco-label scheme, 2005). In order to ensure that more sustainable products or services as well as businesses offering them are easily recognizable and that a consumer's choice does not harm the environment, a number of different eco-labelling and certification schemes have been set up and developed. Even though the rapid expansion of tourism in Europe has increased environmental threats, the parallel acceleration

of technical and management solutions to environmental problems has created better market opportunities for sustainable products. One of the challenges is to ensure that the more sustainable products are easily recognized and consumers are offered and choose "green" in selecting tourism as well as other types of products (Hamele, 2002). It is here that certification programs can play a vital role. Bohdanowicz (2005) agreed that, to facilitate the customer decision making process, hoteliers can apply for eco-labels. This type of certification has the potential of becoming a valuable marketing tool to reach environmentally conscious travelers. While it need not be any more costly to operate a facility in an environmentally responsible way, evidence exists that some travelers are actually willing to pay a premium for the privilege of staying in a "green" facility. Eco-label schemes in tourism are quite diverse and clearly it is very difficult to build a single eco-label to suit all the tourism needs. The focus from for the main purpose of this thesis is not to discuss the theory of eco-labels thorough, but only eco-labels for tourism accommodations in Slovenia.

2.4 Benefits from Implementing Environmental Management System

Literature sources have recommended that minimizing both operating costs and resource consumption are the two most important substantial approaches for hotel to participate in and environmental (Ayuso, 2006; Bohdanowicz, 2006; Kasim, 2007; Kirk, 1995; Tzenchentke et al., 2004). Prospects in minimizing operational costs is mainly due to proper management in four key areas of the accommodations operational activities which are water, waste management, energy management, and green purchasing (Dief & Font, 2012). For instance, water accounts for up to 15% of total utility bills in most hotels and almost 95% of fresh water is released as sewage, often without proper treatment (Dief & Font, 2012). Thus, water management is an essential part of hotels operational cost since it can decrease the total cost of actual water consumption and also the cost of wastewater treatment. A three year study from 1998-2000 in Sandals Negril beach resort & spa in Jamaica shown that, the hotel was able to reduce total water consumption per night by 28.6% only by using water management features like low-flush toilets and urinals that use only 5.7 liters of water per flush, aerators and low-flow devices on tapes, water-saving showerheads with a maximum flow of 9.5 liters (2.5 gallons) per minute, and ground care water-saving techniques to reduce water loss from evaporation (Sweeting & Sweeting, 2003; Dief & Font, 2012).

Ayuso (2006) mentioned that efficiency-based theories view firms as maximizing profits and many business scholars suggest the possibility of obtaining competitive advantages through the adoption of environmental strategies. Environmental quality of a destination is a prevailing issue in making travel related decisions; it a factor of competitiveness among different tourist destinations with varying environmental quality (Mihalič, 2000). This can mean that when a hotel for instance is eco-efficient it uses fewer resources and thus causes

fewer emissions while producing the same output as competitors giving them an advantage to stay ahead competitively (Vähätiitto, 2010).

In conclusion and according to Carmody, (2007) there are four main types of incentives that drive specialist accommodations operators to implement environmental management practices. First is to reduce costs by implementing basic and easy to install techniques. Second is the is the desire to conserve natural resources (Carlsen et al., 2001) and it is assumed that it is associated to the level of environmental concern held by the specialist accommodation operators. Thirdly, compliance with public legislative requirements or association codes of conduct may dictate the implementation of environmental management techniques (Schaper & Carlsen, 2004). Lastly, there is a desire to "act as good neighbors" (Tzschentke et al., 2004) that is, having a social responsibility or ethics towards the sustainability of the environment (Donovan & McElligott, 2000). Accommodations make an intensive use of natural resources consuming excessive quantities of water and energy and generating large volumes of waste. Hence, the implementation of environmental management instruments in these establishments implies numerous economic benefits and, at the same time, it can act as a clear tool of differentiation to obtain competitive advantages (Márquez, 2005).

2.5 Barriers to Implementation of Environmental Management System

The main barriers to engaging in environmental action are time and effort, which are influenced by the low level of environmental awareness of the operators (Beaton et al., 2007; Schaper & Carlsen 2004). Specialist accommodation operators who characteristics forms part of or operated by small family businesses have regularly sought this type of lifestyle, hence the adoption of sustainability practices is likely to be dependent on their interest, knowledge, expertise and supporting infrastructure (Hobson & Essex 2001,Beaton et al 2007). While most small business owners believe that supporting the environment is important, awareness of formal environmental management systems, specific environmental laws and/or remediation processes is generally poor and quite limited (Beaton et al 2007: Schaper & Carlsen, 2004).

A focus groups study of tourism micro-businesses in south east Cornwall in Australia, by Vernon et al., (2003) concluded with a general inventory list of direct and indirect barriers to environmental practices implementation. It is noticed that generalizing and reassigning of these barriers between different cases are likely to produce different results because the external environment in which the business operates are different across sectors and countries (Beaton et al., 2007). But with a phenomena and business as extensive as tourism, different destinations with similar characteristics could produce similar results form a thoroughly conducted research. Direct barriers are internal based and may be overcome by the

accommodation operators and indirect barriers are external based and probably out of control of the operator. (See Table 2.3 on p.23)

Table 2.3 Direct and Indirect Barriers to Environmental Best Practices

Direct Barriers	**Indirect barriers to action**
Time • The economic imperative • Competing priorities	**Infrastructure barriers** • The public transport system • The road system • Services and amenities • Dissemination of information • Lack of interpretative signs • Mix of businesses in the area • Waste segregation and recycling processes and facilities • The availability of footpath and cycle trails
Effort • Practicalities • Lack of infrastructure • Shortage of facilities • Lack of support • Regulations	**Economic barriers** • The short length of the season • Business rating system • Sophistication of the industry • The availability of finances • Appropriateness of area advertising • Differentiation support and subsidies to other section
Frustration	**Political barriers** • Town associations • Administrative boundaries • The council
Money • Costs • Return on investment	Strategy formation
Lack of resources	Public awareness of environmental policies
Lack of customer demand	Public confusion about policies
The business practices of suppliers	Lack of enforcement of environmental regulations
Availability of local produce and labor	Understanding of the tourism industry
Lack of knowledge • Lack of information • Misinformation • Lack of time • Lack of expertise	Investment in the tourism industry
Image	Investment in the tourism industry
Distanced' responsibility	Control of the built environment

Vernon et al., (2003)

2.6 The Accommodation Sector

The accommodation industry comprises different forms of serviced sleeping facilities such as hotels and motels with varying ownership, size, grade, amenities, location and clientele (Holloway 1985 in Graci 2009). Mostly, hotels are the well-known and popular types of accommodation in the tourism industry. Initial categorization in the accommodation sector starts with dividing the hotels into two categories identified by their size as in large-sized tourism enterprises (LTE) and small-medium sized tourism enterprises (SMTEs) (Gratzer, 2003). Nonetheless, classification in the accommodator sector is not solely based on number of beds but quality features as well. The accommodation sector is divided into many different types such as hotels, motels, private guest houses, farmhouses, bed & breakfast and apartments. Since the main focus of this study is on specialist accommodation sector which is also characterized under small and medium sized enterprises, a brief definition of (SMTE) however not in detailed, is logical. The majority of small and medium size firms are one of the defining characteristics of the hospitality industry, both domestically and worldwide

(Morrison & Thomas, 1999 in Sweeney 2008). Debate on SME's definition is on quantity or quality criteria. Defining by quantitative criteria is still debatable on how many employees will characterize a firm as SME. Pansiri (2008) argues that SMEs can be defined by quantitative criteria such as 'number of employees' and turnover. While Morrison & Thomas, (1999) defined small and medium sized enterprises (SMEs) by highlighting the number of employees: 'micro' or 'very small enterprises' employ fewer than 10 people, 'small enterprises' employ between 10 and 49 people, 'medium-sized enterprises' employ more than 50 but fewer than 250. (Pansiri, 2008,) defined SMEs as those businesses employing less than 200 people. This study adopted the European commission criteria for standardized definition of SME as follows:

- The number of employees is limited to fewer than 250 (0-10 micro, 11-50 small, and 51 - 250 medium sized),
- It must be independent (may not belong to a large company),
- The turnover must be less than € 40 million,
- The balance sheet total must be less than € 27 million. (Gratzer, 2003)

2.6.1 Definition and Characteristics of Specialist Accommodations

Although an increasing number of studies have examined tourism products as constructions for experience, many of these studies have been attraction focused, as such, there have been little attention given to the nature of accommodation products (McIntosh & Siggs, 2005). This has resulted in ill definitions in the accommodation sector relating to all different kinds of small and medium size accommodation enterprises and undoubtedly hindered data collection methods (Sweeny, 2008) and a universally accepted single term for these groups of lodges. A literature search returned many different terms and definitions by different authors discussing the nature and characteristics SME's operations in the tourism accommodation sector. They are as follows in table 2.4 below:

Table 2.4 Different Terminology for Specialist Accommodations

Author	**Term**
Schwangiger (1989)	Para hotel Business
Seekings (1989)	Supplementary Accommodation Sector
Tourism S. Australia (1990)	Accommodation Alternatives
Pearce & Moscardo (1992)	Specialist Accommodation
Morrison et. al (1996)	Specialist Accommodation
McIntosh (2000)	Boutique Accommodation
Lynch (2003)	Homestay
Lynch (2004)	Commercial Home

Source: Sweeney, (2008)

These listed terms above all have their pros and cons as in definitions but the main aim has been to try to characterize different styles of accommodations that are not big resorts or international chain hotels etc. found in the tourism accommodation sector. For instance nature-based accommodations is likely to depicts characteristics of the region, are small scale and private/locally owned, high guest-host interaction, do not need to be clustered around major attractions, there are local employment opportunities, and other economic benefits for the local community including the purchasing of local goods and services (Beeton 1998 in Carmody, 2007:22). Conversely, the same can be said of the characteristics of the term house of traditions which in Slovenia is not necessary nature-based on clustered around major tourist attractions but homes with small room capacities, owner/operator managed which is marketed as a quality accommodation complemented by a carefully preserved natural environment (Slovenia Tourist Board, 2012). In reality, the houses of traditions are mainly farms with accommodations for tourist or old small grain factories converted into serviced-sleeping facilities. Specialist accommodations are tourism SME's in a sector mainly characterized by types of ownership and specialist accommodations as a tourism SME'S tends to be owner-managed (Sheldon 1997) and are usual not part of chain hotels or marketing conglomerate but mostly are traditional and old-fashioned in terms of business operations. For the purpose of this study, specialist accommodation defined by Morrison et al., (1996) is the appropriate choice considering the study area's cluster of different tourist types of specialist accommodations. Some of which are marketed annually since 2010 in a special brochure known as "catalogue of private accommodation" with characteristics that is defined in this study under the term "Specialist Accommodations". The term specialist accommodation is more desirable to other terms used to describe non-traditional accommodation, since it indicates the specialized nature of these SME'S business activities and their physical structures (Morrison et al., 1996; Sweeny 2008). McIntosh et al., (2005), suggested that, specialist accommodation has also been referred to as boutique accommodation but, nowadays, the term boutique accommodations describe an exclusive and elitist trends that is used in marketing to indicate the more expensive, aesthetically 'stylish' and exclusive accommodation properties, therefore limiting its use as a general term to include all categories of accommodation (Sweeney 2008). The name specialist accommodation is merited with vagueness in its definition. But it specifies a set of unique styles and types of accommodation that shows in part, definite travel segment that have "sole motivations, needs, expectations and holiday activity preference". As defined by (Morrison et al., 1996) - ''specialist accommodations" have five key criteria that distinguish this style of mass tourism accommodation styles. These are:

- High host-guest interactions and owner-operated
- Special advantage to guests because of location, features and type of services offered;
- Special activities offered to guests; and maximum room capacity of 25-30.

Their suggested definition is that of 'specialist accommodation', and this includes, 'B&Bs, guest-houses and tourist homes, country inns, stately homes and mansions, country cottages and cabins, farms, ranches, wilderness and nature retreats, boutique inns and hotels, houseboats, and health farms.

Some characteristics of small and medium size accommodations firms are mostly run by middle-aged or older males, with secondary and upper levels of formal education and whose prior specialization or knowledge are unrelated to tourism (Jaafar et. al, 2010). Attuned to the above, specialist accommodations are mainly dominated by family businesses and operators whose motivations range from commercial goals and policies to lifestyle intentions (Wanhill, 2004). But, Wanhill (2004) suggested that family businesses have limited market stability, low levels of capital investment, weak management skills and are resistant to advice or change making them financially vulnerable in the sense that the value of the business is largely based on intangible assets Rainford (2007). Small tourism enterprises appear to have a widespread inability to think more than one year ahead and so act as 'price-takers' in the manner of the perfectly competitive economic model, because they are unaware of market trends (Wanhill, 2004). Moreover most families operating tourism businesses share their home space with customers and these impacts substantially on their work and family life (Getz et al., 2004). For instance family businesses have the effect of adding considerable strain on families, especially women who do most of the work (Mendonsa 1983 in Getz et al, 2004:97). This could demotivate specialist accommodation operators to consider EMS and rather take care of family issues as a more important aspect of their lives. Consequently, the owner-managers anticipated issues relating to none implementation of environmental management in their business may not easily ensue (Rainford 2007). While this can be true, Getz et al, (2004) argued that families have consciously altered their patterns of behavior in order to cope with and benefit from tourism and this can be a motivating factor for family run businesses EMS initiatives.

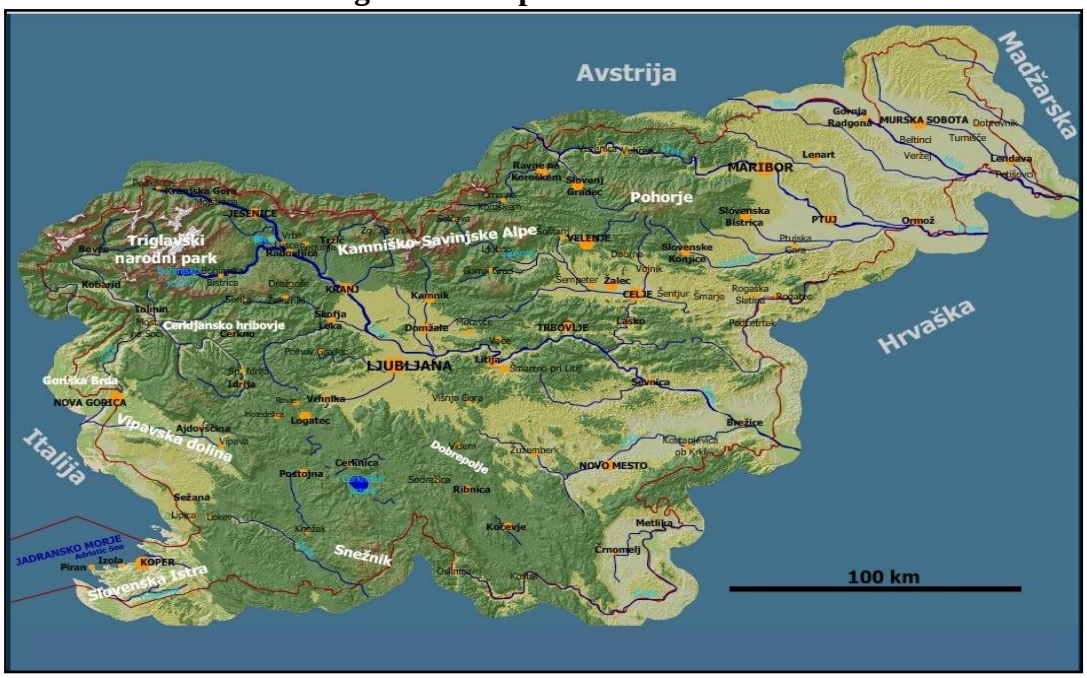
It may be concluded, that specialist accommodation establishments may be demanded for the experiences of comfort, luxury, uniqueness, history, host-guest interaction, and the more personal touches they can provide (McIntosh et al., 2005). Carmody & Zeppel (2009) who studied the barriers to the implementation of environmental management in specialist accommodations mention that literature has shown specialist accommodations skins the concept of alternative tourism and more recently can be recognized within the nature-based tourism sector, rural tourism sector and the ecotourism sector. However, looking at the characteristics above, specialist accommodations are not solely limited to nature based or ecotourism sectors since bed and breakfast outlets as well as house of traditions, mobile camps, private tourist accommodations, backpacker's hostel, public hotels and guesthouses can be described as specialist accommodations.

Chapter Three – Sustainable Tourism & Accommodation Industry

3.1 General Background – Slovenia as the Case Area

Officially known as the Republic of Slovenia, it is one of the smallest countries in south-central Europe located between the Alps, the Dinaric Mountains, the Pannonian plain and the Mediterranean in central Europe. Bordering Italy to the west, Austria to the north, Croatia to the south and southeast, and Hungary to the northeast, Slovenia covers an area of 20,256 square kilometers with a population of approximately 2.054.741people, which sum up to about 101.2 inhabitants per square kilometer. (2011 census: Municipality of Ljubljana 2011). Slovenia has a stretch of coastline bordering the Adriatic Sea which is only 46 kilometers long and 50% of the total surface area covered by forest, (Gomezelj & Mihalič, 2008) which makes Slovenia often described as "Green". See map of Slovenia, Figure 3.1 below.

Figure 3.1 Map of Slovenia



Source: Website – Slovenia Virtual Guide - http://burger.si/uvod/nagovor.html

Slovenia was a former constituent partner of Yugoslavia. It declared itself an independent state on June 25, 1991 and international recognition by most European countries followed on January 15, 1992. In 2004, Slovenia achieved full membership status of the European Union and followed by the adoption of the euro as its currency in 2007. The capital of Slovenia, Ljubljana has a population of 280,140 (2011 census). It is also the administrative and cultural center of the country. Maribor is the second largest city with about 119.071 inhabitants in 2007 (Municipality of Maribor, 2001). Slovenia is one of the most successful countries to transit from socialism to a market economy, with a stable GDP growth and is viewed as a safe

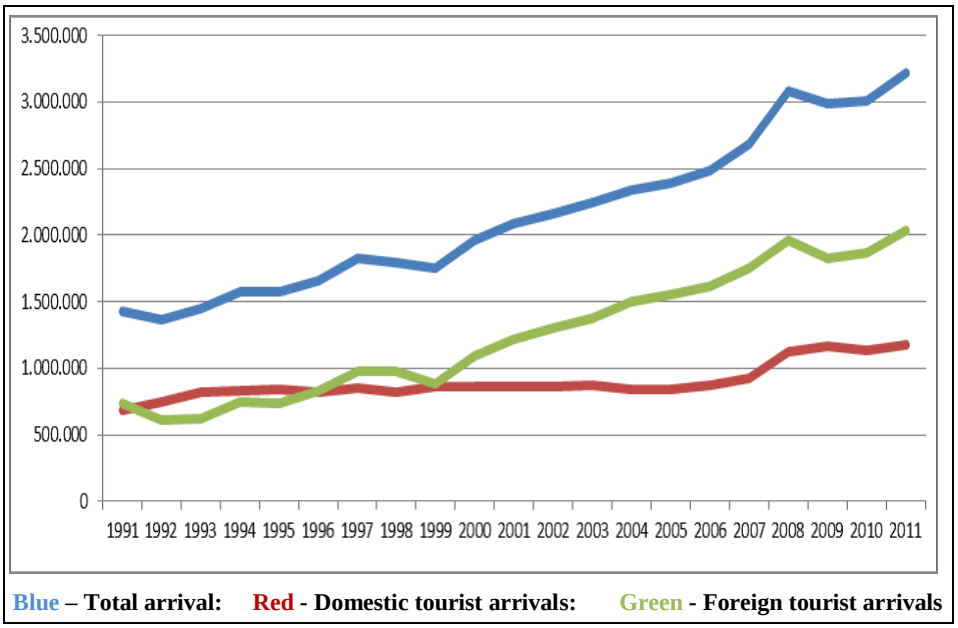
country, ranked among the countries with the lowest degree of risk (Konecnik, 2006). Concerning the climate, Slovenia falls within the alpine, continental and Mediterranean climate zones. This means that, they usually have cold winters and warm summers. The average temperatures are -2°C in January and 21°C in July. The average rainfall is 1000 mm for the coast, up to 3500 mm for the Alps, 800mm for the Southeast and 1400 mm for central Slovenia. Slovenia is home to more than 15,000 animal species and 3,200 plant species. Regarding environmental protection, approximately 11% of Slovenia's territory is specially protected. The largest area with such a regime is the Triglav National Park with a surface area of 848 km^2 (Government of the Republic of Slovenia 2012)

3.2 Tourism Development in Slovenia

A brief history of tourism development in Slovenia dates back to the 16^{th} century as milestones described by (Gomezelj & Mihalič, 2008) that the *Lipica* stud farm with its famous white horses was founded in 1580. The *Rogaska* spa is more than 330 years old. *Postojna* cave, one of the world's most famous natural phenomena has been open to tourists for 180 years. Tourism on the coast in *Portoroz* is organized for more than 120 years and the first gambling license was given to the *Portoroz* Casino in 1913 by the Austrian crown. In the old Yugoslav times, Slovenia used to be a transit country for European tourist flows moving to and from the Adriatic coast.

Slovenia as a tourism destination is characterized by safety and accessibility, hospitality, ecological integrity, dynamism, and challenges as well as its rich natural biodiversity and cultural heritage. In terms of the tourist arrivals and overnights its best year was 1987, when 9 million overnights were recorded, of which 60% was realized by international tourists. Its tourism performance was seriously disrupted by the 'Ten Day War' in 1991 and the subsequent conflict in Croatia and the Balkans in general (Gomezelj & Mihalič, 2008). Verbole, (2000) stated that since Slovenia gained its independence in 1991, the government has been actively creating a niche tourism product for itself in the new Europe. Nonetheless, tourism growth has been slow, the levels of domestic and foreign tourists are still below the best results seen in the period between 1982 and 1991 mainly as a results of continued political instability and the war in the Balkans back then. It is only in 2010, that the number of arrivals and overnights reached the 1997 record, with 3 million arrivals and 9 million overnights (Gomezelj, 2011). See Figure 3.2 on next page.

Figure 3.2 Changes in Number of Arrivals (1991-2011)

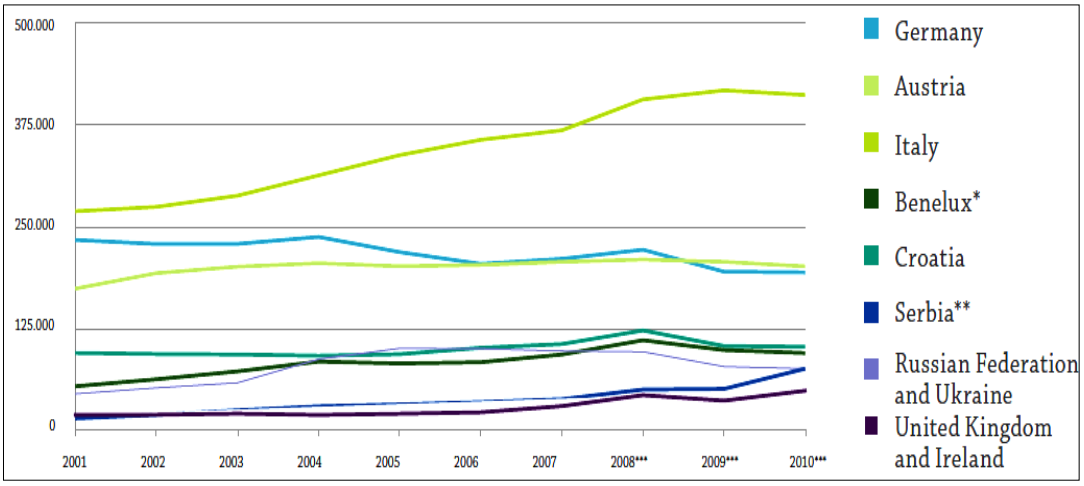


Source: Slovenia Tourist Board (2012)

Tourism is an important economic sector in the Slovenian economy, but does not receive attention in national and regional development strategies (Mihalič et al., 2011). In general Slovenian tourism can be defined as a very important economic and social activity, which accounts for around 9% of Slovenian GDP (direct and indirect effects), 10% of Slovenian exports, and 10% of exchange inflows into the current account of the balance of payments and employs about 52,500 people (Gomezelj & Mihalič, 2008). Specifically, two years ago in 2010, estimations put Slovenian tourism contributions to about 12% to Slovenia's GDP both directly and indirectly, and contributed around 13% to total employment (Mihalič et al., 2011). The general ideology is that, the Slovenian State regards tourism as a potential stimulus to the development of a market economy. It also regards tourism as the best way to make the most out of Slovenia's 'selling points', namely its favorable geographical position, its historical and cultural heritage, and its natural resources, most of which are still in pristine condition (Verbole 1999). Slovenia's tourism development is mainly characterized by its geographical features which are the Alps, the sea-coast with Karst, the health resorts and the cities. The Alpine collection located in Slovenia supports winter and summer tourism activities and the alpine have features favorable for the development of tourism (Slovenia Tourist board {STB}, 2012). Slovenia's small size and its concern for the environment tend to rule out mass tourism. The current policies favor high-quality tourism for lovers of culture, nature sport, and a healthy outdoor lifestyle (Verbole 1999). Mihalič, (1993) mentioned the rich potential for city tourism development in Slovenia, nowadays city tourism is a stronghold in areas like Ljubljana, Koper and Maribor with the later been the European capital of culture for the year 2012 sharing with Guimarães in Portugal. The majority of tourists in Slovenia comes from neighboring countries with the top five destinations been Italy, Germany, Austria,

Croatia and United Kingdom. The Figure 3.3 below depicts tourist arrivals by country of origin from 2001 to 2010.

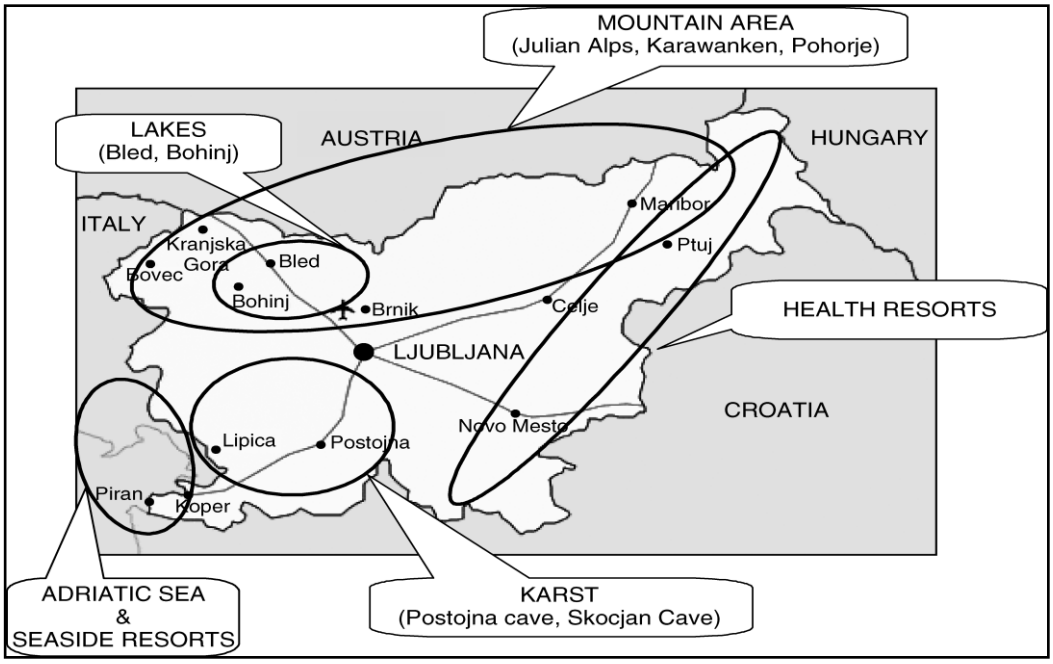
Figure 3.3- Top 5 Tourist Arrivals by Main Countries of Origin 2001-2010[1]



Source: Statistical Office of the Republic of Slovenia [SORS] 2012

The most important Slovenian tourist products are: spa tourism, coastal, Alpine, countryside and city tourism (Gomezelj & Mihalič, 2008). The figure 3.4 below depicts a sketch overview of the major tourism resources in Slovenia.

Figure 3.4 - Slovenia: Location Map of Major Tourism Resources



Source: Konecnik,(2006)

[1] *The Netherlands, Belgium, Luxemburg. **Serbia and Montenegro: 2001–2006; Serbia: 2007–2010. ***Data are published according to the new methodology applied since 2008 (break in time series). Source: SORS

3.3 Sustainability of Tourism Development in Slovenia

In Slovenia, sustainable tourism development is a widely use term, more often than not, the word "GREEN" is used to reflect sustainability of Slovenian tourism. This however, can also relate to the fact that, 50% of the total surface area is covered by forest, (Gomezelj & Mihalič, 2008) hence it refer to as green. Policy makers in Slovenia have also recognized the importance of sustainable tourism development hence the 2012-2016 tourism development strategy is dubbed with a working title as "2012 – 2016 Partnership for the Sustainable Development of Slovenian Tourism". A quick internet browse on the Slovenia tourist board website gives a portal of information about green tourism in this country. Besides, Slovenia has environmental programs that consist of blue flag; eco-label for tourists, ecological tourists farms, green models of green tourism, etc. The Adventure Tourism Development Index has also recently named Slovenia among the top 10 developing (transitional) countries for sustainable tourism. This is due to the fact that Slovenia features hard and soft eco-adventure, national parks and protected areas, and informative cultural programs (ATDI, 2010). Slovenia has long been a pioneer in promoting soft tourism. In a natural sense, and with 46km of coastline only, the promotion of mass tourism as seen in sea resorts in neighboring Croatia cannot be a factor for this small central European Sate. Hence, the advantage to promote soft tourism based on natural beauties and cultural diversity as well as comparative ecological ne plus ultra. In 1995, the government passed a resolution on strategic goals for tourism with program of activities and measures to be taken for its implementation. The basic environmental protection goal of this document was to encourage soft tourism development. Besides the goals, a program is prepared encompassing those activities and measures which are most appropriate for keeping development in equilibrium and protecting those quality elements which form the bases of existence and further development of tourism (Carni, 1997). The new Slovenia tourism development strategy of 2012 mentions that, Slovenia is determined to provide all types of tourism in a more sustainable way by implementing the concept of sustainable development. This is followed with a strategic vision as follows:

"In (or By) 2016, tourism in Slovenia will be entirely based on sustainable development and will be, as a very successful industry of the national economy, a major contributor to our country's social welfare and reputation in the world" (Strategy Document - STB, 2012:).

The term "green economy" relating to green tourism is also used to market Slovenia as green tourist destination. It refers to the integration of sustainable principles in all segments of economic development. Simultaneously, the green tourism is not only about tourism services in a green environment, but effort and concern for the development of all four pillars of sustainable development (STB, 2012). Theoretically, and looking at the new Slovenian tourism development strategy 2012-2016, these government policies which support

sustainable tourism development is crucial to the future tourism market competitiveness because they protect the destination's natural, heritage and cultural resources and offer an optimistic investment environment for the private sector. The positive issue about government policies relating to sustainable tourism is that, the stakeholders recognize that the unspoiled nature is the competitive edge of Slovenia and that provides the basis for the core areas of Slovenia's tourist offer. Probably the most important aspect of the new government backed strategy on sustainable tourism development for the period of 2012 to 2016 is the proposed actions of sustainable development to bridge the gap between theories and practices. As translated from the official document from Slovene language to English, the actions are outlined below:

- In the next five years we will guide all key stakeholders to develop tourism in the natural environment in ways that will not affect the loss of habitat due to tourism interventions in the place or cause disruption and damage to protected species of animals and plants.
- They are also striving for greater use of renewable energy and water consumption and sustainably grown food, reducing CO2 emissions, sustainable waste management and promote the sale of souvenirs that will not be made from parts of endangered plant and animal species.
- The introduction of "green laws" (environmental taxes, taxes on energy sources and electrical energy, taxes on the use of natural resources, etc.) will have a significant impact on further economic development. Economic operators can appropriately adapt their business decisions and direct their activities to investments that are less burdensome to the environment and natural resources—that is, to green development in exchange for tax exemptions. This document also includes appropriate measures and incentives supporting the tourism industry in the transition to green growth.
- Respecting the principles of sustainable development in all tourism development areas;
- Raising public awareness of sustainable development principles in relation to supply and demand, the importance of protecting biodiversity and preserving nature, activities required for taking action, and adapting to climate changes;
- Orientation toward ecological construction and green investment, and adapting accommodation facilities and management to sustainability principles (ecological management; obtaining international ecological certificates), and also developing suitable education programs for this purpose;
- Promoting the development of sustainable tourism in protected areas with the cooperation of all appropriate ministries (the Ministry of Agriculture and the Environment, the Ministry of Economic Development and Technology, the Ministry

of Infrastructure and Spatial Planning, etc.), the local population, the tourism sector, and regional destination organizations (RDOs);

- Promoting the participation of the local population in planning tourism development and local supplier chains at tourist destinations required for developing local tourism;
- Providing environmentally responsible stakeholders in relation to supply and demand (sustainable consumers);
- Conducting systemic studies in order to regularly monitor the achievement of sustainable development objectives based on a system of indicators;
- Promoting innovation, including ecological innovations, and education in order to achieve sustainable development, green growth, and improved environmental and social effectiveness;
- Defining goals and measures for adapting tourism development to climate changes;
- Encouraging the implementation of environmental certification schemes in the tourism sector - (EU Eco-label, EMAS, Blue Flag and others); (STB, 2012).

The section on green laws and tax exemption mentioned above is a particular characteristic of transitional countries. Slovenia was among a study of 63 economies in the WTO that shown that developed countries tend to use direct grants and preferential credit or loan guarantees more often, and developing countries are more likely to offer tax incentives and duty-free privileges. Some developing countries use a wide range of measures. For example, South Africa offers preferential credit and loan guarantees through its Industrial Development Corporation (IDC) and the United Republic of Tanzania offers tax incentives and duty-free privileges (Barrowclough et al., 2007). Relating to this study's aims is that the government offer tax incentives for environmental management practices and general sustainable tourism development. Tax incentives are common practices used as financial assistance in tourism services to increase sustainability practice. In particular and as discussed further in this study under 3.3.2, the ministry of economy in Slovenia, use a grant scheme (Lebe & Zupan, 2012) to encourage the implementation of sustainable tourism practices through the adoption of an EU eco-label and antecedent and environmental management system.

3.3.1 Issues in Sustainable Tourism Development in Slovenia

Achievements in sustainable tourism development in Slovenia are minimal. Since 2008 to 2011, four winners of the European Destination of Excellence have come from Slovenia (STB 2012). These four winning destinations are EDEN 2008 - The *Soča* Valley, EDEN 2009 - *Solčavsko*, EDEN 2010 - *Kolpa River*, EDEN 2011 – *Idrija*. However, as mentioned above under eco-labels in Slovenia, the situation is not essentially appealing regarding the environmental management situations across the accommodation sector in Slovenia in general. With few environmental certificates issued to business in the whole country at large.

Different researchers have also commented on various issues relating to the sustainable development of tourism in Slovenia. Some of them have been summarized below:

Battisti & Favretto (1997) studied the unsustainable tourism development in the Triglav national park, situated in Slovenia's Alpine area and the benefits and constraints tourism activities such as hiking, mountaineering, kayaking, canoeing and river rafting have brought to the small mountain communities. They reported that, rapid development of tourism and inadequate legal protection of the environment in this area has caused some disruption of important ecosystems. Use of rivers for kayaking and rafting has also adversely affected fishing in some rivers in the region. Besides that, protected areas in Slovenia combine environmental, cultural, social and human values and as such they provide favorable conditions for controlled regional development on the basis of activities, which are in accordance with the objectives of natural and cultural heritage conservation and at the same time offering opportunities for the development of sustainable activities (Zurc, 2010). Slovenia has a relatively strong tradition of protecting areas of special nature and cultural significance. There are currently one national park, three regional parks, 44 landscape parks, one strict natural reserve, 56 natural reservations and 1191 natural monuments. As much as 256,120 hacters of Slovenia’s surface are protected (Hazler, 2010).

Jurinčič & Popič (2009) also studied sustainable tourism development in protected areas on the pattern of Strunjan landscape park. It was established that tourism is not developing in a sustainable direction during the summer season, it is currently bringing more negative impacts owing to its surpassed carrying capacity. In ecological and biological terms, Strunjan landscape park is an important park protected by the law since 1990, and is among the the most popular tourist destinations on the Slovenian coast. The analysis of the number of visitors in Strunjan landscape park during the 1996-2006 period has shown major negative impacts and degradation of natural, social, cultural and economic environment.

Another sustainable tourism issue in Slovenia concerns the Alpine region which is popular for winter tourism. Ogrin et al., (2011) reported that, climate changes affect winter tourism significantly. Higher temperatures cause less snowfall and more rain, and snow cover forms later and melts earlier. This means a shorter skiing season, higher investment for artificial snow production, higher energy consumption and increased pressure on local water resources when providing enough water for artificial snow production. In Slovenia, most of the ski slopes lie at very low elevations compared with other Alpine countries, so most of these centers are even more endangered by these climatic changes. Only one of them lies above 2000 m and only two above 1600 m. In the long run, this means that winter tourism will need to focus on other activities, such as spa tourism (water parks, swimming pools, relaxation centers); they will also need to focus on the summer season and on transitional periods as well. Some of the ski centers have already adopted this strategy and are developing tourist

services throughout the year (Kranjska Gora and Rogla), and others have not (Vogel). However, there is no alternative, since the predictions say that the warming trend will continue. Ski resorts, especially ski centers, which focus only on skiing and have no summer season (such as Stari vrh, Cerkno) can expect to have more difficulties with ensuring adequate economic conditions until skiing becomes unprofitable. In the following decades, all Slovenian ski centers except Kanin will have to shift their offer more and more to an all year season. Nonetheless, this situation will mean developing alternative types of tourism and expanding the season long in other to avoid the seasonality period as Kranjska Gora and Rogla developing a tourist service throughout the year and creating employment opportunities along the line.

Finally, private sector recognition of the importance of sustainable tourism development are all rated highly, whilst public sector recognition of the importance of sustainable tourism development, the quality of research input into tourism policy, planning and development are all rated relatively low in Slovenia (Gomezelj & Mihalič, 2008).

3.3.2 Government Support for Environmental Management Awareness

Among the many authors that have studied environmental management in the accommodation sector in Slovenia, (Lebe & Zupan, 2012), (Mihalič 2004), (Jurinčič & Bojnec, 2009), (Mihalič, Žabkar, & Cvelbar, 2011) have all criticized the appalling situation of the current state of environmental management, eco-certification and government support in this sector of high economic significance for the national gross domestic product. When its comes to ensuring environemtal sustainabilty in a country which is highly nature sensitive and constant promotion of its nature asset as key to their future tourism development, with three international recogniozed eco-labels, the situation cannot be described as encouraging. This is mainly because of the ratio of certifcates acquired compared to accommodation establishments in which consist of 186 hotel properties (Mihalič, et al., 2011) and about 117,947 total number of beds across all types accommadtions (STB 2010: SORS, 2010).

Hence, this part of the study will discuss some of the government effort to help the creating of awareness and implementation of environmental management system across different tourist accommodation. Slovenia government in collaboration with different stakeholders has put in work to raises the awareness of the hotel managerss and to encourage the implementation of environmental management systems in hotels. The measures were three fold as discussed by (Lebe & Zupan, 2012:147), they are: finanacial incentives, tourism forrum and workshop to create EMS awareness.

Financial incentives - Financial support for the cost invloved in attaining a renowned eco-label. The Slovene ministry of economy have introduced a grant scheme to provide financial

support for those hotels seeking eco-label certification with a budget based on pontentially 10 successful applications. This initiatives did gain “positive curiosity” but in its two years os existence, only two hotels (both new and built in a very eco-conscious way, with eco-materials that is (Bohinj Eco-Park Hotel) have applied for the reimbursement of their expenses: one for the EU eco-label and one green lobe. At the end of 2010, the scheme was re-launched with seven awards and response has been positive the second time. The first half of the year, five firms have applied for EU eco-label and at least five more are preparing applications. With incrase in certified eco-friendly accommodations, STB will have enough partners to be able to promote Slovenia as a green destination.

Tourism forrum - The tourism forum is a yearly meeting for all managers in the hospitality industry and managers of destination marketing organisations under the motto “Green and Sustainable tourism” organized by Slovenia’s tourist organisation. It is an opportunity for ideas and information to be exchange. The outcome of these forums has been extremely positive. By the end of 2010, all hospitality managers in Slovenia were familiar with eco-labels and with the EMS for hotels. The aim of the forums is that all accommodation providers are educated to improve the environmental performace of their operations at little or no extra cost and recuperate some benefits of EMS.

Workshop - Four workshops per year was organized on environmental management for accommodations: including information about the EU eco-label and how to apply for it. The workshop were free of charge and very practically orientated. A crucial part of each worksop was making participants aware of how they can use the knowledge gained in the workshop in their private lives (for instance, when building or renovating their own falt/house) on the premise that the best promoter of an idea is a person who is “living” this idea in their private life. The first year gained a very a maximum of six participants and increased consistantly in the fifth year of 2011, some participants had to be refused.

In the end, it is somewhat distinct that this government inititives only mostly targeted the hotel firms on the bigger end of the hotel development scale, making the government effort into specialist accommodation sector less vigorous. To apply for an eco-certificate, the accommodation operator must have some basic elements in place and what more is a better basic element than an to have an environmental policy. The course of action should be that, these specialist accommodations are supported, to establish an EMS starting with an environmental policy to measure progress. Only when, they see the benefits from an informal EMS, then they will be interested in the eseence of applying for a certificate. Most managers of the smaller hotels thought that the larger hotels should be concerned about environmental management (Mensah, 2006). These government actions is seemingly directed at larger hotels but in the spectrum of environmental management, it is the small accommodation sector, however, that have significant impacts on global resources and destination degradation

(Alvarez Gil et al., 2001) when their gross environmental pollution and vast consumption of resources are put together. It is these same small and medium scale establisments that domninate the accommodation sector in Slovenia. Hence, intensive and vigorously government support should be directed to small and medium size accommodations which includes the specialist accommodation sector. At the end of the day, these larger hotels have the resources to roll out an environmental management system with minmal help from the government compared to the situation in specialist accommodations sector which is quite the oposite.

3.3.3 EU Eco-Label for Accommodations in Slovenia

The European Union eco-label also known as EU flower introduced in 1992 is the official EU symbol to protect the environment. The EU eco-label scheme is a voluntary scheme designed to encourage businesses to market products and services that are kinder to the environment and to make it easier for European consumer's including public and private purchaser's to identify them. The EU eco-label scheme (as laid down in Regulation (EC) No. 1980/2000) is now part of a wider approach to Integrated Product Policy (IPP), as part of the new action program (Franzitta et al., 2011). The service oriented approach considered the service tourist accommodation, identified in its elements essential to the tourist accommodation service common to all structures, therefore extending the EU eco-label to all tourist structures providing a tourist accommodation service (APAT[2], 2002:2). As a formalized list provided by APAT in 2002, the EU environmental policy has identified that the criteria would be mainly aimed at, reducing the quantity of energy used, reducing the quantity water used, reducing the quantity of chemicals used and reducing the quantity of waste produced. By so doing, the eco-label strives at improving on the quality of the energy used, quality of the water used, quality of the chemical substances used and improving the quality of the waste produced. In particular, improving the quality of the energy used means to promote the use of renewable resources of energy, improving the quality of water means to promote the use of less treated water when possible, because treatment implies the use of chemicals having negative impacts on the environment, improving the quality of chemicals means to avoid the use of some substances which are particularly hazardous, and improving the quality of waste means to separate waste as much as possible. Countries and tourist destinations that still do not have an eco-label will be considering whether starting their own scheme is a viable option (Font, 2002). Based on a research by the Slovenian Ministry of economic development and technology (locally known as *Ministrstvo za Gospodarski Razvoj in Tehnologijo*) who conducted individual interviews with some hotel managers in Slovenia, and analyzed eco-labels information from neighboring countries concluded that, the best way forward in environmental management in Slovene hotels is to support the hotel business to obtain the EU

[2] Now known as ISPRA - Istituto Superiore per la Protezione e la Ricerca Ambientale (Institute for Environmental Protection and Research)

eco-label. This means Slovenia will not be introducing its own independent eco-label, since Slovenia is too small a country to add more logo's to a national symbol for tourism. As such the most popular and highly recommend eco-label is the EU eco-flower because there is one hand under the environmental EU eco-label scheme and because of all the criteria analyzed in obtaining the EU eco-label is least demanding, but at the same time at the European union level and it's the most recognized and promoted.

Eco-labels or any sort of environmental management certification is at a minimal level in Slovenia even among large hotels and resorts. Jurinčič & Bojnec, (2009) questioned the unusual state of the Slovene tourism industry relating to eco-labels and environmental management. Since there are few certified businesses in view of the level of economic development and Slovenia's membership in the European Union since 2004. They also mentioned that the environmental certification situation is even more striking considering the fact that ecological policies have already been implemented at the government level for few years and Slovenia's biodiversity is among the richest regions of the EU. On the other hand, Primus Grand Hotel Terme was the first Slovenian hotel with an energy performance certificate in 2008 that means they act in accordance with EU directives on energy efficiency improvements (Velkavrh 2008). Other large hotels that have formalized their internal environmental management in Slovenia by procuring an international eco label are hotel Mons and hotel Bohinj who have green globe certificate and Terme Snovik has acquired the EU eco-label. Among others are Spa Snovik and Hotel Lasko that is certified with the EU eco-label. Likewise, Spa Radenci and Spa Snovik are the only tourist suppliers with the ISO 14001 certificate (Bojnec & Jurinèiè, 2009). Urška tourist farm and Koren Camp are the two main types of specialist accommodations in Slovenia to acquire the EU eco-label (Slovenian Environment Agency, 2012). In practice and in accordance with this study, green globe or other eco-labels are regarded as out of scope for thorough explanation. As discussed larger hotels have acquired more certification compared to that of specialist accommodations. This situation is also supported in the theory findings of (Álvarez et al., 2001) that in the hotel industry, larger hotels are the leaders when it comes to environmental management in spite of the fact that, the concept is becoming very popular in both practice and theory in the industry. Dewhurst and Thomas (2003) also concluded that the environmental activities in use by smaller enterprises happens to be implemented are often improvised, rather than within a comprehensible environmental management approach, and that these firms normally do not have a formal environmental policy in place.

3.4 Overview of Specialist Accommodation Industry

Almost a third of all tourist rooms and one-third of beds are in apartments, private rooms, holiday houses, guest houses, cottages and other similar specialist accommodations. Despite the ubiquity of small tourist accommodation providers, their involvement in the natural environment and other benefits is limited by the small size and discontinuity, reflected in poor operating results (GSD, 2012).

Tourist accommodation and the type of services they offer have been categorized into ten different headings. Tourist accommodations are divided into the following types according to the Catering Act (OJ RS, No. 93/07): hotels, motels, boarding houses, inns, overnight accommodations, apartment and hotel settlements, mountain huts and other vacation facilities and camping sites. Tourist room providers and farmers alike can also perform food and beverage, accommodation services, if they fulfill the conditions defined in the mentioned act. According to rules on categorization of the accommodation facilities (OJ RS, No. 62/08), tourist accommodations are divided into the following types: hotels, motels, boarding houses, inns, apartments, camp sites, tourist farms with accommodation, private accommodation – room letting and marinas (SORS). But mountain cottages, rest houses and youth hostels are not categorized (STB, 2012). Among these categories, the suitable form of specialist accommodation are, boarding houses, inns, apartments, camp sites, tourist farms, private accommodation, mountain cottages, vineyards cottages, campsites and bed & breakfast. Almost a third of all tourist rooms and one-third of beds in Slovenia can be found in apartments, private rooms, holiday houses, guesthouses, cottages and boarding houses, inns, tourist farms, small hotels, vineyard cottages and other similar small tourist accommodations (SORS, 2012). Tables 3.1 below illustrate the number rooms and beds by types of tourist accommodations.

Table 3.1 Number of Rooms by Types of Tourist Accommodations[3]

	2000	**2005**	**2006**	**2007**	**2008**	**2009**
Type of Accommodation						
Boarding houses	1021	795	792	710	1307	1301
Inns	893	601	681	792	1464	1417
Overnight accommodations	522	351	373	281	793	861
Holiday dwellings	905	1127	1459	1660	1360	1410
Camping sites	6395	5737	6183	5788	6958	6846
Tourist farms with accommodation	…	211	247	346	1181	1283
Private accommodations (rented rooms, dwellings)	3300	2652	2721	2463	4792	5024
Mountain huts	910	610	544	663	1040	1091
Total	**13942**	**12084**	**13000**	**12703**	**18895**	**19233**

Source: Statistical Office of the Republic of Slovenia [SORS] 2012

[3] Data on accommodation capacity are shown from 2008 on as the sum of the maximum number of rooms and beds in each unit available to tourists throughout the year. Until 2008, the data are shown as of 31 August, (SORS 2012).

Table 3.1 above includes accommodation category which are paramount to this study. The other categories like hotels, motels, company vacation facilities and vacation facilities for youth, other vacation facilities, other accommodation facilities and temporary accommodation facilities and marinas are excluded. In 2010, a new classification by type of municipalities was introduced to replace the classification of tourist resorts and the data from year 2000 on are recalculated according to the new methodology (SORS, 2010).

3.5 Ratings of Specialist Accommodations in Slovenia

After officially categorized in 2009, accommodation facilities have also been rated based on their amenities and services (GSD, 2012). Apart from the internationally known star-ratings for hotels, tourist's farms with accommodations in Slovenia are rated for their facilities and their services using the red apple symbol. Tourist farms are given a rating of one to four red apples: one for basic, and four for the very best facilities with excellent services. Private rooms, apartments, boarding houses and guesthouses are rated with 1 to 4 stars. Small hotels are rated with 1 to 5 stars. Based on the explanations provided by the Slovenian Tourism Board, the meaning of each rating is explained in table 3.2 below.

Table 3.2 – Specialist Accommodation Ratings in Slovenia

Ratings	**Explanation**
1 Star	Rooms with shared toilets and bathrooms with hot and cold running water. Equipment, bed linen and accessories are of proper quality and premises are adequately furnished.
2 Stars	Minimum 50% of the rooms with private bathroom and toilet. Equipment, bed linen and accessories are of proper quality and premises are adequately furnished.
3 Stars	Rooms with private bathroom and toilet. Equipment, bed linen, accessories and internal organization of premises are of suitable quality. Furnishing features and levels of service meet the expectations of an averagely demanding guest.
4 Stars	First-class quality equipment, bed linen, accessories and internal organization of premises. Rooms meet the expectations of demanding guests.
5 Stars	Prestigious offer. All accommodation spaces are furnished with exclusive-luxury equipment: elegant make, materials are of superior quality, equipment is adjusted to the surroundings, and organization of furniture reflects luxury, comfort and prestige.
1 Apple	Rooms with shared toilets and bathrooms with hot and cold running water. Equipment, bed linen and accessories are basic and are consistent with the appearance of living in a country estate home.
2 Apple	A good offer. Minimum 50% of the rooms with private shower and toilet. Equipment, bed linen and accessories are comfortable and in good condition.
3 Apple	A very good offer. Rooms with private bathroom and toilet. Equipment, bed linen and accessories include decorative elements and provide comfort
4 Apple	An outstanding offer; variety of meals offered, dissimilar additional facilities. Equipment, bed linen, accessories and internal organization of premises are of first-class quality. Rooms meet the expectations of demanding guests.

Source: Zavod Gostoljubnost slovenskih domov (Hospitality of Slovenian Homes) (GSD, 2012)

Chapter Four – Methodology

4.1 Research Paradigm

A research paradigm is a way of examining social phenomena from which particular understandings of these phenomena can be gained and explanations attempted (Saunders et al., 2009). Hence, the chosen research philosophy for this study is a positivism paradigm. Positivism paradigm promotes a more objective interpretation of reality, using hard data from surveys (Altinay & Paraskevas, 2008). In the positivist paradigm, researchers are "detached" experts who define problems in "dispassionate" ways on conceptual or methodological grounds according to their academic disciplines and gather data on "human subjects" through "value free" methods that assure reliability of findings (Checkoway, 2001). In this research, the paradigm directs the study on issues of environmental management in specialist accommodation in Slovenia. As the study used quantitative method of data collection, the research is conducted in a value-free way, independent of the data but still the researcher maintained an objective stance (Saunders et al., 2009). Other faces of this study that echoes a positivism paradigm is the structure nature of data collection instrument and the quantitative measurement. A positivism research has the influence to forecasts on the basis of the earlier observed and explained realities and their inter-relationships (Altinay & Paraskevas, 2008).

Realistically, the possibility of identifying a researcher who supports only a single research paradigm is unusual because positivist paradigm and phenomenological philosophies should be seen as the two ends of a continuum (Altinay & Paraskevas, 2008). At times, the researcher found himself moving between the two during different stages of the whole thesis process. This is symbolized in doing an extensive desk research for parts of this study to gain understanding into culture and language barriers that could hinder the quality of data been produced. Many authors have commented on the use of positivism paradigm in social science research, because of a is high suspicion on attempts to translate natural science approaches into social science, arguing that it is inappropriate to draw conclusions about the causes and motivations of human behavior on the basis of the type of evidence used in natural sciences. Nonetheless, this study serves the purpose of a quantified descriptive survey research. Descriptive survey is aimed at understanding the relevance of a certain phenomenon and describing the distribution of the phenomenon in a population (Forza, 2002). This study did not seek to invent new theories in the field of environmental management but to describe the current state of environmental management in Slovene’s specialist accommodation and the factors that influence the current state of affairs. Limiting this research to descriptive statistics was due to time constraint as this research was set to complete within a six-month time frame and the nature of the study group which will not permit using mixed methodology (quantitative and qualitative) which was the initial proposed.

4.2 Method of Primary Data Collection – Desk Research

Desk research is cost-efficient and time-efficient as it only involves the gathering of sources that already contain necessary data useful for the study. Desk research is not enough as it only includes the gathering of secondary sources, and some primary sources, if fortunate (Kuellmer 2007). Desk research is a systematic examination of all available sources and data in the context of a particular business/marketing research problem (EphMRA, 2006). For this study theoretical background information has been gathered about concepts such as: sustainable development, sustainable tourism development and environmental management and scheme, best environmental practices, accommodation sector and specialist accommodations sector referenced to similar research conducted in various tourist destinations worldwide. Written sources referred to consist of academic papers, articles and books, statistical reports, tourism related conference documents and dissertations, websites for public and private sector institutions and NGOs. Secondary sources in this study developed using desk research, has been appropriate in supporting the primary information gathered using the questionnaires. Secondary sources are already elaborated in the review of related literature and so many aspects in this study. On the contrary, using desk research to create a literature review and other aspect of the study, owing to the vast nature of information available on the internet, the issue of it dependable, and the complex nature of referencing hinders desk research's strength of promising a hundred percent accurate information.

4.3 Method of Primary Data Collection – Questionnaire Survey

The research strategy employed for this study was the survey approach using a questionnaire. A questionnaire is a written/printed or computer based schedule of questions and a *pro forma* for recording answers to the questions (Veal, 2011). It is one of the most important and frequently utilized strategies for gathering information in the hospitality and tourism industry as mentioned by many authors in tourism and hospitality research (Altinay, & Paraskevas, 2008; Saunders et al., 2009; Veal, 2011). A questionnaire-based survey is arguably the most important and most commonly used technique for gathering data for tourism research (Smith, 2010). Using questionnaire survey for this study was needed since the researcher intended to collect original empirical information and opinions from specialist accommodation owners (Smith, 2010). Questionnaires normally do not ask the respondent to provide extensive, detailed data; instead they pose questions the respondent can answer without having to check the business records of the company (Veal 2011). In the case of this study, owners or operators of specialist accommodations in Slovenia were the defined population with a representative sample chosen for the study. The questionnaire for this study was used to collect data such as opinions, behaviors and actions relating to the environmental management scheme at their various business environments (Saunders et al., 2009).

4.3.1 The Research Questionnaire

The theoretical context of this research is based on numerous concepts and theory about environmental management and sustainable tourism developed in this study. These conceptual aspects have largely helped in defining the research instrument used for collecting data. (Creswell, 2007; Yin 2003; in Shahnazaryan, 2011:10).

The questionnaire for this study was developed from other survey instruments that have been used to study EMS in accommodations in other destinations (Best 2008; Carmody 2007; Ustad 2010). All the questionnaires were designed to achieve the necessary information to answer the study's research questions and reach it objectives. For instance, asking questions about environmental management scheme was distinct about "an environmental management policy" After all; an environmental management policy is the principal aspect of an EMS so no environmental policy is the major barrier in achieving a successful EMS. As mentioned in ISO 14001 guidelines, developing a clear and committed policy on environmental protection, including the commitment to comply with relevant environmental legislation and regulations and to make continual efforts to improve is seen as the impetus for the implementation and improvement of the environmental management system. The expected responses from the questionnaires are answers catering to environmental issues like waste management, water management, environmental management practices, energy management, environmental best practices and environmental certification in Slovenia and demographics of specialist accommodation operators in Slovenia as well as well the barriers and motivations to adopting the first step of an EMS.

Initially, the questionnaire and together with the official introductory letter was developed in English and translated into Slovene language. For grammatical errors, the questionnaire was checked by four academicians from the University of Ljubljana's Faculty of Economics whose first Language is Slovene, however, they use English as a second language for their academic work. The introductory letter contains background information about the research, research main aim, definition of specialist accommodation, why and how a particular owner or operator had received a questionnaire. The survey instrument was printed on an A4 paper with the logos of University of Ljubljana, University of Southern Denmark, University of Girona and the main EMTM logo in other to classify the official status of the research. The introductory letter also confirms confidentiality and anonymity of information provided and urged respondent to participate no matter the size of their operation (Carmody, 2007) since it was assumed some respondent will not be motivated to participate because their operation is too small. Regarding the detail parts of the questionnaire, four main sections from A to D made up a total of 24 questions and a last paragraph requesting respondent to write down any

additional comment or information. The detailed information about each section is explained below.

Section A - Accommodation Background Information

Section A consist of seven questions with five of them which are closed-ended questions and two been open-ended questions. The close-ended question is about accommodation background information such as type of operation, ownership, years of operation and services offered to guest in-house and out-house. The two open-end questions dealt with the room and bed capacity of the hotel. This part of the questionnaire was purposefully designed to draw up a characteristically analysis of specialist accommodation operators in Slovenia. Since specialist accommodation is a term employed to define a group of accommodation service providers, it was necessary to find out if these characteristics are indeed applicable in in the case study area.

Section B - Environmental Management Policy

Section B was the main part of the questionnaire designed to enquire answers to research questions one, two and five corresponding to objectives one and two. In total, this section had 11 questions, with three questions able to be measured on a five point likert scale using strongly agree to strongly disagree. First question asked about the owner/operators knowledge of environmental management with a YES/NO answer thereby directing them to the appropriate next question. Main environmental issues covered in this section are, eco-certification, voluntary environmental programs, reasons and motivations for adopting environmental management policy, practices and barriers as to why owners or operators have not adopted or implemented environmental management policy in their operations and their rejection towards eco-certificates. Two other questions centered on a periodical review of their environmental management policy that they have adopted for their operations. And in case, there is no environmental management policy rolled out in the operation yet, there is a question to find out about a period in which they intend to do so. The last part was in connection with the Slovenia Tourism development plan that visions duration of fours from now (2016) that all tourism development activities in Slovenia will be based on the principle of sustainable development as already mentioned above in chapter three of this study. The purpose is that, it very important to research about the first stage of adopting an environmental management practices which is an environmental management policy. Environmental management system (EMS) is aimed at achieving the organization's environmental policy and at improving the environmental performance continually (EMAS 2012). Thus, the barriers and motivations to starting an EMS start with an environmental management policy.

Section C - Current and Future Environmental Management Plans

Section C is a one question sector intends to find out about what is currently implemented regarding environmental management techniques in Slovene's specialist accommodation sector. The one question however is divided into four sub-sections about environmental management techniques which are water management, energy management, waste management and other good environmental practices. Each these techniques had a minimum of five techniques which respondent were asked to tick as appropriate which of them is currently in existence and which of them is part of their future environmental management plans. Carmody (2007) used similar approach to study the environmental management practices readily adopted by specialist accommodation operations in North Queensland, Australia. Environmental good practices, enlisted by authors who have studied environmental management in the hotel industry as well as good practices enlisted by eco-certification associations like EU-eco-label and green globe was consulted to assemble the list of good practices used in this section of the questionnaire.

Section D - Owner/Operator Background information

Section D was made up of six questions asking about the demographic information of the owner/operator of the accommodation establishment. As well as their association with environmental support groups in Slovenia and their own satisfaction level with the current state of environmental management in their establishment. Demographic information collected is, current position in the establishment, gender and level of education. Questionnaire was sent to represent all twelve regions in Slovenia. Table 4.1 below shows the geographical location of returned questionnaires.

Table 4.1- Geographical Location of Returned Questionnaires

Name of Region	**Number of returned Questionnaire**
Savinja (*Savinjska*)	1
Upper Carniola (*Gorenjska*)	7
Coastal-Karst (*Obalno-kraška*)	1
Central Slovenia (*Osrednjeslovenska*)	1
Gorizia (*Goriška*)	1
Drava (*Podravska*)	1
Mura (*Pomurska*)	1
Unknown	2
Total	**15**

Analysis of the names of the town which can be seen from the postal stamp (except two invisible) on the returned envelope, shown that most returned questionnaires came from Upper Carniola region. This region has been popular in this study findings and further information about tourism, environmental management and accommodation sector is discussed in the subsequent chapter under environmental characteristics of demographics.

4.3.2 Pilot Questionnaire

Conducting a pilot study to test the questionnaire for possible mistakes, errors or problems gives the researcher the opportunity to identify potential weaknesses that need improvement is recommended before the actual administering of the questionnaire starts. Thus for this study, before the actual data collection started, the questionnaire was piloted for the purpose of testing its validity and reliability. Piloting the questionnaire was also very necessary in other to check whether or not the designed questions are able to produce the desired outcomes. The questionnaire was tested against four accommodation business that fit the description of a specialist accommodation. They were one bed and breakfast, a youth hostel and a small-size hotel all in the city of Ljubljana. The researcher approached these accommodations personally and with proper identification, the questionnaires were delivered to be picked up on a later date after they agreed to take part in the pilot research. Delivering the questionnaire in an envelope and coming back later for it is different from using mail surveys however; it is assumed that the difference between them will not affect the results of the study. After piloting, some questions were edited and others deleted to bring the total number of questions to 25 from 30 previously. Some measure scale was also changed to assign more questions using the five point likert scale type of response. Totally number of minutes that needed to complete the questionnaire was thought to be approximately 25 minutes which was however shorten in the introductory letter to 15 minutes after the pilot study.

4.3.3 Data Collection Process – The Mail Survey

Due to the disperse nature of specialist accommodation operators in Slovenia, the mail survey was practically the most appropriate technique to administer the questionnaires. In a mail survey, questionnaires were printed and sent by postal mail. The respondents are asked to complete the questionnaire on their own and return it in an attached postage-paid reply envelope. Mailed questionnaires have the following advantages: cost savings; they can be completed at the respondent's convenience; there are no time constraints; they can be prepared to give an authoritative impression; they can ensure anonymity; and they can reduce interviewer bias. On the other hand, mailed questionnaires have a lower response rate than other methods, involve longer time periods, and are more affected by self-selection, lack of interviewer involvement and lack of open-ended questions (Forza, 2002): this questionnaire had 3 open ended questions out of 25 questions. Postal questionnaires avoid observer bias, but non-response and incomplete response reduce the effective sample size and may be equally serious sources of bias (Parker & Dewey, 2000).

Since most of the specialist accommodations sector could not be reached, sample sizes of 100 participants were sent a questionnaire. A few (n=15) completed questionnaires were returned which also include three questionnaires that were ineligible or uncompleted. In total, there

was a response rate of 15.5%. Figure 4.1 below shows the formula used in calculating the response rate for this study.

Figure 4.1 Response Rate Calculations

$$\text{Total response rate} = \frac{\text{total number of responses}}{\text{total number in sample-ineligible}}$$

Total number of responses = 15
Total number in sample = 100
Ineligible = 3

$$\text{Total response rate} = \frac{15}{100-3} = \frac{15}{97} = 15.5\ \%$$

Source of formula: Saunders, Lewis, & Thornhill, (2009)

Response rate between 10 and 50 per cent for postal questionnaire surveys was suggested by Neuman (2005) which means the response rate is acceptable for this study. Response rate in recent business operations surveys reveals rates as low as 10-20 per cent for postal questionnaires, an implication being that respondent's questionnaire fatigue was a contributing factor (Saunders et al., 2009).

Desk research was used to identify specialist accommodation owners from three different sources, the main marketing website of Slovenia tourist board (Section under "where to stay"), the specialized portal for private accommodation known as etrips.si which is managed by *Zavod Gostoljubnost slovenskih domov* (Hospitality of Slovenian homes). These two main companies also produce an annual private accommodation catalogue and the 2012 version was also used to create and inventory in a form of databank with contact information such as accommodation name, type, webpage, electronic mail address, postal address and telephone and fax numbers. From this list, a sample was chosen (See section under sample method below), from which the questionnaires including the introductory letter and a postage-paid envelope was mailed out to the selected samples. A pre-inform email was first sent out informing specialist accommodation owners about the forth coming mail containing the questionnaires so that the arrival of the questionnaires in their mail box will not be a total surprise. From the list in the databank, it was restricted to the following types of accommodations that questionnaires were mailed out to the following; bed & breakfast, tourist farm, private rooms, mountain lodges, vineyard cottages, hostel, camping sites accommodation providers, guest houses and themed accommodations (house of tradition, pensions and apartments).

According to information received from the Slovenia postal company (*Pošta Slovenije*), the maximum number of days for a local letter to be delivered anywhere in Slovenia is three working days. Thus questionnaires were all posted on the same day on and a follow up was

conducted three days after sent day. Just in time so that some participant will not discard them into the rubbish din. Before the follow up, some 5 completed questionnaires were already returned. And checking the dates on them, it meant some questionnaires were same-day delivered that is starting from the day all the questionnaires were mailed out. The whole research process of administering the questionnaire including mailing, two follow up/reminder telephone calls and returning of questionnaire was in a period totaling five weeks. Due to follow up and reminder telephone calls, and making certain that the same specialist accommodation owner/operator is not contact twice to seek response to the questionnaires in cases whereby they been returned already, every reply postage-paid envelope was given a code number. This code number was also attached to only the telephone numbers in the research's databank without the specific name of the specialist accommodation.

4.3.4 Simple Random Sampling

Sampling is the process by which researchers select a representative subset or part of the total population that can be studied for their topic so that they will be able to draw conclusions regarding the entire population. These conclusions and any generalizations the researcher makes are only as good as the sample (Altinay & Paraskevas, 2008). Financial constraints, limited time and access made it impracticable to collect and analyze all available data from all specialist accommodation operators in Slovenia; consequently an appropriate sampling procedure was chosen. With probability sample, the chance or probability of each case being selected from the population is known and usually equal for all cases. This means that it is possible to answer research questions and to achieve research objectives that require you to estimate statistically the characteristics of the population from the sample (Saunders et al., 2009). Consequently, probability sampling is often associated with the survey research strategies.

Due to the quantitative nature of this study and the defined characteristics of the study group (specialist accommodation operators/owner) a non-probability sample was employed and a simple random sampling technique was used. In this context, random means that, every specialist accommodation operator or owner has an equal chance of being selected (Smith, 2010). Simple random sampling is not all that simple since it involves selecting the sample at random from the sampling frame using either a random number tables, a computer or an online number generator such as reesearch randomizer (Saunders, Lewis, & Thornhill, 2009). For this study, a method of simple random sampling proposed by Smith (2010) in his book practical tourism research was used. The sampling frame databank consisted of names and addresses of specialist accommodation operators in Slovenia. A random number number table that generates random numbers was used to select the sample for this study. The use of random numbers ensures a higher likelihood of your sample being truly random.The names of

specialist accommodation operations was then sort out in ascending order by the random number and the simple selection of the names and address for the mail-out questionnaires was selected. With this strategy, each questionnaire hand a unique number which as mentioned above was used to conduct the follow-up calls for the return of completed questionnaires. Random numbers allow you to select your sample without bias. The sample selected therefore, can be said to be representative of the whole population. Simple random sampling is best used when you have an accurate and easily acessible sampling frame that list the entire populations (Saunders et al., 2009). For this study, there was the availability of the data by an internet base desk research on Slovenia tourist board website and from the 2012 private accommodation catalogue which enlist all categorized, registered, rated specilist accommodation operators in the whole of Slovenia, as mentioned above under the sub-heading mail survey.

4.3.5 Preparing and Analyzing the Data

A completed questionnaire should be clear and direct. Some may not be so clear and direct and may even be ineligible for analysis. Ineligible questionnaires do not contain good enough data or data for key questions necessary for the analysis. Questionnaires that do not include clear answers for one or more items have "missing data." When the number of pieces of missing data exceeds a predetermined limit as set by the analyst (researcher), then the questionnaire cannot be analyzed meaningfully (Teno et al., 2001). Three questionnaires were considered ineligible in this study, however, it is only considered negligibly eligible since most of the other responses were meaningful to the main research questions and objectives of this thesis. Therefore it was considered insignificant to calculate missing data for this study.

4.3.6 Issue of Non-response

In reality, you are likely to have non-response in any research study. Non-respondents in this study are different from the rest of the population since they have refused to be included in this research for one reason or another. Thus, the respondents will not be representative of the total population, and data collected for this study could be biased randomizer (Saunders et al., 2009). In this study, some of the reasons for non-response can be attributed to non-recipient of mailed questionnaires. Accurate addresses and telephone numbers of specialist accommodation operators were selected from the Slovenia tourist board website but feedback from more than a dozen specialist accommodations following a reminder telephone suggested that the mail was not delivered to the correct addresses. Selected sample decline to give correct/new address for second questionnaires to be resent signifying the lack of interest to participant in this study. Other reasons for non-response received after follow up calls and reminders are:

- Time factor: questionnaire recipient has no time to fill out the questionnaire

- Discarded: questionnaires were thrown into the bin when it was received because of lack of interest and no time to read what questionnaire was about.
- Questionnaire was received by receptionist at the specialist accommodation and has no permission from the owner to take part in surveys when the owners are not available.

McKeiver & Gadenne, (2005) who studied EMS in SME's commented on the issues of low response rate shows the difficulty in engaging SMEs in research. With a response rate of 15.5% they commented that low response rates are common in small and medium-sized business research, and it is impossible to generalize from some findings. The SMEs that participated in this study are presumed to be more positive about environmental management in accommodations; and this enthusiasm to participate in EMS research may specify their acknowledgement attitude. Other response is discussed under the limitations of this study

4.4. Method of Data Analysis

The data from the quantitative questionnaire was analyzed using SPSS 20 (Statistical Package for the Social Science). Before analysis each questionnaire was coded. Questions with Likert scale answers were coded with one (strongly agree) two (Agree) three (neither agree nor disagree) four (Disagree) and five (Strongly disagree). The questions with Yes and No was coded with numbers one and two respectively. Respondent were also asked to rate their level of satisfaction with their current environmental practices and this section was coded with one - Very Satisfied two - Somehow Satisfied, three - Neutral, four-Somehow Dissatisfied, five - Very Dissatisfied. Various list of current and future best environmental practices were measured for particularly for the main research objectives to analysis which environmental best environmental practices and been implemented in specialist accommodations in Slovenia. Frequencies of responses from the questionnaire were determined and data was further analyzed through the cross-tabulation of variables and multiple response tests. Using descriptive statistics for this study meant that, there minimal comparison between two different variables and no measurement of relationship between two different variables since it was out of scope for this study and not part of research questions. Hence most concepts and items were measured by calculating their frequencies and percentage. The common tools used for frequency measurement are: simple histogram, bar chart and cross tabulation.

4.5. Limitations

The main limitations of this study have been time constraint, financial constraints and language barrier on the part of the researcher, refusal and non-participation on the part of accommodation owners/operators. All four limitations have made it difficult to obtain participation from the entire population of specialist accommodations in Slovenia. The most recognizable limitations was the language barrier which caused the researcher to change his

course of actions in several ways most notably, the change in methodology and how data was to be collected for this thesis. Initially, it was planned as a mixed method of both qualitative and quantitative study but after piloting a previously developed interview list, the research decided that quantitative research using questionnaire and mail survey were appropriate. Google translator was used at some point and but translation website do not always give meaningful or accurate translation. In the end, it did not obstruct the research, but somewhat increased the researchers understanding of doing an academic research in a completely different language and cultural settings compared to your own background.

Based on recent academic research findings, current situation, government commissioned research findings, current government actions and its subsequent results on environmental management in the entire Slovene accommodation sector, a sample size of (n=100) was chosen. Refusal and non-participation on the part of accommodation owners/operators resulted in a low response rate (15.5%) which limits the generalization of the results of this study. Slovenia has a vast number of different types of specialist tourist accommodations. For instance, there are over 2.054 beds among 310 tourist farm association members (ZTKS, 2012). Not to mention other types like mountain huts, private accommodations etc. that is heavily dispersed all over rural and regional Slovenia. Regarding the duration of the thesis, and the available resources, a sample size (n=100) was seen as appropriate for to achieve the objectives of the study. However, despite systematic efforts to increase response, 15.5% was still considered relatively low but does not infringe the quality of the research findings. But that shows some of the difficult nature of engaging SME's in research and development. For example Revell et al., (2010), sent questionnaires to 2,500 SME's owner-managers, who were all tenants of a workspace group in London and the south east achieving response rate of only 9% over a period of three months with only 220 usable response.

4.5.1 Validity and Reliability

Achieving low levels of error in research is necessary to ensure that data is valid and reliable so that results will be unbiased and representative. However, achieving and maintaining low levels of survey error pose significant and often contradictory challenges, particularly when confounded with recent trends in coverage for available sample frames and with the advent of new survey modes (Messer, 2009). It is acknowledged that, the sample size and response rate for this study weakens the validity and reliability of the research findings and that is a demerit. However a response rate of (15.5%) has been argued to exceed the minimum acceptable 10%, in postal survey and especially in SME's. A trend as low as 10%-20% in business operations has also been noticed (Neuman, 2005; Saunders, et al., 2009).

A research paper on low response rates and their effects on survey results established that the population standard deviation and response rate achieved have a large effect on the magnitude

of non-response bias. The population distribution also has some effect though the sample fraction has very little effect (Fogliani, 1999). Basically, the higher the response rate, the higher the extent to which results accuracy is measured. However, validity and reliability can also be established when higher response rate is achieve than to have a large initial sample size (*ibid*). Hence the level of response achieved for study does not affect the results but is does not render them invalid or un-reliable findings.

The piloting of the questionnaire tested the content and construct validity of this study was made clear that it was suitable to archive the specific objectives of the research. Since not all specialist accommodation operators agreed to fill out the questionnaire and contribute to this study, there is an accepted fact of the different views the might exist between participants and non-participants. That is why the results of this study are warned against generalization. In social science, the results are mostly valid for the sample selected for this study and the same thing cannot be said of all specialist accommodation operators that belong to the study group who were not mailed a questionnaire, refused to accept a questionnaire of utterly did not return the completed questionnaire after follow ups and reminders (Veal, 2011).

4.5.2 Ethical Concern

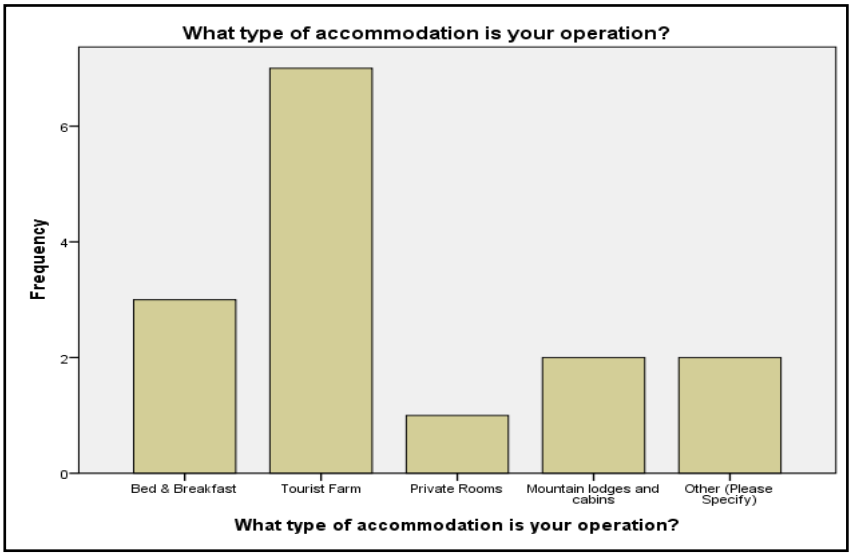
In accordance with principles of professional conduct during a research, this study was performed in a professional manner. Most ethical concern came during the collection and analyzing of data for the study. In dealing with these issues, confidentiality of participants was insured by securing raw data and not publishing participants' names and contact. A formal introductory letter (Appendix A) with the official letterhead from the University of Ljubljana, faculty of economics was attached to the mailed questionnaires (Appendix B) explaining the main study program, aims and objectives of the thesis and the confidentiality and anonymity of data that respondent will provide. Respondent who participated in this study were adequately informed about the research and it subsequent use and given the contact details of persons with whom they can contact in case they will want to obtain a copy of the survey results.

Chapter Five – Specialist Accommodations and Environmental Practices

5.1 Types and Characteristics of Specialist Accommodation Respondents

Most of the respondent to the survey are from tourist farms followed by mountain lodges and cabins and private rooms which also includes guest houses, private and apartments operators who also falls under the category of specialist accommodation operators. The Bar chart below gives a clear picture of the type of specialist accommodations that were responded to this study.

Figure 5.1 Types of Specialist Accommodations Involved in the Research



The table below shows the exact number of respondent of percentages and frequencies from the bar chart above.

Table 5.1 Type of Specialist Accommodations Involved in the Research

	Frequency of Response	**Percent**
Bed & Breakfast	3	20.0
Tourist Farm	7	46.7
Private Rooms	1	6.7
Mountain lodges and cabins	2	13.3
Other (Please Specify)	2	13.3
Total	**15**	**100**

There was more response from tourist farms which might show a bias in the total analysis of this study; however it is appropriate to mention that is some of the disadvantages of simple random sampling but it show categorically that, the study decided to combine all of these types of accommodation into a specific term specialist accommodation sector. Hence sub-groups definitions in this term are not necessary for this study. The other types that were

specified in the questionnaire are two other specialist accommodations that include a mobile camp provider and one Inn with overnight accommodation.

Many of the operators have been in business for longer periods of more than 10 years or shorter period of less than five years. In the table 5.2 below, it shows that 26.7% of respondent are on both high end and low end of the measuring scale (5 years of less, between 11 to 16 years and more than 16 years). It also shows that 20% is the lowest percentage assigned to specialist accommodation been in existence between 6-10 years.

Table 5.2 Years of Operation for Specialist Accommodation

	Frequency	**Percentage**
Year Range		
<5years	4	26.7
6-10 years	3	20
11-16 years	4	26.7
>16 years	4	26.7
Total	**15**	**100**

According to the literature that defined specialist accommodation, they are mostly family business and the number of rooms is also a defining characteristic of specialist accommodations. In this study, 60% of the respondents were family business against 40% that were non-family business operation. See the table 5.3 below:

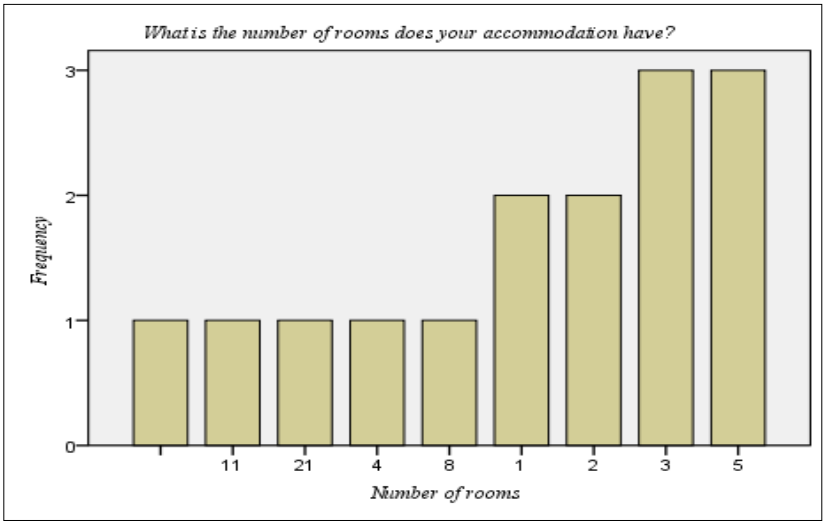
Table 5.3 – Type of Specialist Accommodation Ownership

	Frequency	**Percent**
Family Business	9	60
Non Family Business	6	40
Total	**15**	**100**

As defined by Morrison et al., (1996), specialist accommodations have small guest accommodation capacity (25-30 rooms). According to the sample from this study, the highest capacity of rooms was 21 rooms, followed by 11 rooms, 8 rooms and continues to a one room accommodation operation. The bar chart under figure 5.2 (on next page 55) shows those 3 rooms and 5 rooms operations was dominant in this sample with 20% and three occurrences each. The bar chart below corresponds to the definition of specialist accommodation operator's ownership style by Morrison et al., (1996). One room capacity can be describe as private apartment as a type of specialist accommodation whereby owner rents one room apartment with different number of beds, depending on the size of the room. The scenario is that, a quick glance the websites and brochures designed to promote specialist accommodations in Slovenia, the images of shows mainly family homes which was not purposely built to provide accommodation for tourist. Instead, they change it status to become tourist accommodations because, they can be situated en route to a hiking trail, a ski center or

it mentioned features, are simply in close proximity to an attraction and offers tourist accommodation to and from their main destination. See figure 5.2 on below.

Figure 5.2 Room Capacity of Specialist Accommodation



Specialist accommodations are known to provide meals on request most of the time. Due to their nature of operations and their relatively small size, most of them do provide meals on request since unlike large hotels and motels; they do not run their own restaurant on their premises. See Table 5.4 below.

Table 5.4 Type of Meal Offered in Specialist Accommodations

	Responses	**Percent**
Self-Contained	1	25%
Bed & Breakfast	1	25%
Meals included	1	25%
Share cooking facilities	1	25%
Total	**4**	**100**

The table 5.4 above shows the frequencies of type of services that specialist accommodation offer as researched in this study. In this table, all frequencies are equally divided among 4 items "shared cooking facilities, meals included, bed & breakfast and self-contained". However, a general enquiry on the websites of all types of survey respondent shown that bed and breakfast as well as tourist farms are known for providing meals for guest with the later mostly using product from their farms. Apart from them, the rest do not have meals included in their offering but offer guests the chance to cook their own meal using their equipped kitchen. In other instance, the researcher has notice that, most of specialist accommodation provides meals on request by small groups or individual tourist or mostly standard breakfast menu is inclusive in the price. It can be mentioned that even though the sample is small, it still represent a typical characteristics of specialist accommodations.

With one missing case which represent 6.7%, a total of 93.3% was achieved for the valid cases under the question of extra type of activities offered to guest by specialist accommodations. Hiking is the most common type of extra activities provided by specialist accommodations in the sample. Since it was a multiple choice question as well, 17.8% of all respondent answered to provide hiking to guest on request, followed by relaxation/reading option at 13.7%. Skiing and farm animal feeding is jointly third highest at 9.6%. And this analysis can be directly linked with the types of accommodations included in this study where it was seen that tourist farms and mountain lodges were predominant. These two types of specialist accommodations are also characterized to provide these kinds of extra ancillary tourism services. See table 5.5 below:

Table 5.5 – Extra Activities Offered by Specialist Accommodation Operators

Name of Activities	Response	Percentage
Hiking	13	17.8%
Relaxation/ reading	10	13.7%
Skiing	7	9.6%
Farm animal feeding	7	9.6%
Bird watching	6	8.2%
Guided nature tours	6	8.2%
Swimming	5	6.8%
Rent-a-bike	5	6.8%
Horse riding	4	5.5%
Tree planting	3	4.1%
Massage/ Skin treatments/ Spa/ Sauna	3	4.1%
Canoeing/ Kayaking	2	2.7%
Cookery	2	2.7%
Total	**73**	**100%**

Relaxation/reading can be attributed to the fact that every accommodation facilities is expected to provide some sort of relaxation for their guest and finding reading materials is a common practice in tourist accommodations in every category. On the other hand, when there is a high interaction between host and guest, a common practice can be that, Host recommends books from their personal collection or guest live their books behinds to add to the collection of specialist accommodations. This is a common practice especially among youth hostels where guest are encourage to exchange or simply leave behind their novels or magazines for other guest. Hiking and Skiing are very popular tourist activities in Slovenia. With more forest and Alps, presumably it has become a type of service that specialist accommodation operators near mountains and hiking trials will cash in on. Relating to the definition of specialist accommodations, hiking and skiing thus are the “Special activities offered to guests” and also confirming the characteristics “special advantage to guests because of location, features and type of services offered”.

5.1.1 Demographic Characteristics of the Operators

The demographic characteristics of the owner-operators of the specialist accommodation sector sampled in Slovenia are summarized in table 5.6 below.

Table 5.6 - Demographic Profile of Specialist Accommodation Operators

	Frequency	**Percentage**
Gender		
Male	4	26,7
Female	11	73,3
Total	15	100,0
Position		
Owner	8	57,1
Manager	2	14,3
Owner/ Operator	1	7,1
Caretaker	2	14,3
Other (receptionist)	1	7,1
Total	15	100,0
Level of Education		
Lower Vocational Education	1	7,1
Other professional education	3	21,4
Secondary vocational education	5	35,7
Tertiary education	5	35,7
Missing Cases	1	6.7
Total	15	100,0
Member of an Environmental management association		
Yes	1	6.7
If YES (Specify) *Gorenjsko Ekološko Združenje)*	2	13.3
NO	12	80
Total	15	100,0
Support for local or national environmental management initiatives		
YES (*Združenja ekoloških kmetov*)	2	14.3
NO	12	85.7
Total	14	100
Level of satisfaction with current environmental practices		
Very Dissatisfied	1	7.1
Somehow Satisfied	4	28,6
Neutral	5	35.7
Somehow Dissatisfied	4	28,6
Missing data	1	7.1
Total	15	100

From the demographics table 5.6, it is clear that much of the respondents to this study were female which recorded 73.3% compared to male of 26.7%. Statistically, it can be said that most of specialist accommodation owners/operators are female because if you look at the position of respondents in their respective operations, it is seen that 57.1% are Owners. A crosstab performed with this data also shown 5 counts of frequencies which represented 62.5% of females who are managers against 3 counts of frequencies that represented 37.5% for male who are owners in this sample. A lot of reasons have been established as to why

females dominate small accommodation business. Carmody, (2007) attributed it to the female owner-operator attending to correspondence and administration of the business. Farm tourism and off-farm work can motivate women in their desire for increased status (Danes, 1998 in Getz et al., 2004:101). In the Scottish highlands, B&B's was primarily associated females because of the supposed domestic nature of the service (Armstrong 1978 in Getz et al., 2004:101). Another way to look at is from the point of view of that nearly 47% of Slovenian workforces are female. Women hold 80% of the jobs in health and social work, and more than half of the jobs in other service sectors (IWRAW, 2003). Specifically the accommodation sector is a major employer of women as 59% of the Slovenian labor force in this sector consists of female workers. In terms of creating job opportunities for women, the accommodation sector scores even better than the hotels and restaurants sector as a whole where female employment stands at 63% (Plachtej, 2012). In of family business in St. Anton, Austria are mostly run by women and the men sought employment outside the home in tourism (ski instructors or mountain guides), or other sector such as retail or taxi services by (McGibbon, 2000 in Getz et al., 2004:101). This can also be attributed to the case of this study particularly since Slovenia has skiing and hiking are two most popular extra activities provided by respondent in this study.

Concerning level of education, 35.7% of the respondent had secondary vocational education which is known as *Višje strokovno izobraževanje*, or a tertiary level of education which includes an undergraduate or graduate educational level. The percentage for secondary vocational educational level is comparable to 2008 labor force survey data, where nearly 18% of the adult population in Slovenia have attained basic education qualification or less, 59% of the population have attained upper secondary education qualification, of whom 28% short-term vocational or vocational upper secondary qualification and slightly more than 31% have attained upper secondary technical or general education qualification, and 23% of the population have attained tertiary education qualification (SORS, 2008). Slovenia ranges among the countries with very low share of young people who have completed only elementary school or even less and are not included in education or training (SORS 2012). McKeiver & Gadenne, (2005) also produced similar results of the three main educational level about SME's owners/managers where he found the owners/managers are with secondary and upper levels of formal education and whose prior specialization or knowledge is unrelated to tourism (Jaafar et al., 2010).

On level of satisfaction with current environmental practices of owners/operators, there was a tie between the options "somehow satisfied" and "somehow dissatisfied" which both recorded (28.6%). Perhaps there is a linkage between, the first highest ranked "neutral" which is (35.7%) the second ranked which is "somehow dissatisfied" level of satisfaction can relate to barriers of adopting environmental management practices. The specific relation here is that, the words "Distanced' responsibility" and "Frustration" can be associated to "neutral"

"somehow dissatisfied" respectively. In the sense that, been neutral leads to one distancing themselves from the responsibility of adopting environmental management practices. Secondly "somehow dissatisfied" is connected to frustration on the part of specialist accommodation operators who are frustrated with their efforts towards greening in their operations due to lack of external help. These two words are part of the internal direct barriers to adopting environmental practices stated by Vernon et al., (2003). More so specific is that, the case study in which Vernon et al., (2003) generated this list of barriers was a focus groups study of tourism micro-businesses. This particular research finding gives the impression that Vernon et al., (2003) list is somewhat generalizable and transferable as long as the study has the same characteristics. Even though the external environment in which the business operates will be totally different particularly between sectors and countries.

5.1.2 Environmental Characteristics of Demographics

Most of specialist accommodation operators do not support any national or local government environmental management initiatives neither are they members of any environmental associations in Slovenia (see demographic table 5.6 above). Only two respondents are members of a single environmental management association that represent 13.3% out of 100% sample of (n=15). The association is known as *Gorenjsko Ekološko Združenje*. Established as an eco-friendly organization in Slovenia, it is a non-governmental, political and non-profit conservation organization, registered as an eco-oriented society. It bears it names from the north-western part of Slovenia's alpine *Gorenjska* region which is the most developed Slovenian tourism region (Government Communication Office, 2010). The association has the following objectives includes environmental protection, skills to deal with ecological problems and inter-municipal and international cooperation in environmental protection with ecological organizations. The association is located in of *Jesenice*, in the valley alongside the sava river and the side of the mountain valleys and ridges in the Julian Alps mountain range in *(Turizem Jesenice, 2012)*. It is the same region where most returned questionnaires for this study came from as already shown under table 4.1. The location of *Gorenjska* ecological association compliments the regions state of environmental management. Slovenia's first green globe hotel Bohinj is located in the region and this may show the importance of the region in terms of tourism developed on sustainable principles. The accommodation sector in this region features specialist accommodations types such as tourist farms, mountain huts, apartment houses and alpine-style holiday apartment and these types of specialist accommodation was also popular among the types of specialist accommodation operations included in this study. Jesenice is house to one of Slovenia's iconic specialist accommodations known as Pristava named after the former Zois' Pristava (manor), built in 1647 (STB, 2012). A Gorenjska regional green card for tourist/visitors is also in the framework of been established card. The basic purpose of the card is to promote sustainable tourism in Upper Carniola, which means guests dispersed across all 18

municipalities in Gorenjska exposing lesser-known places, extending the length of stay and increased use of public transport (Podlogar, 2011; MMC RTV SLO, 2012).

Another association also mentioned is *Združenja ekoloških kmetov* (Association of Organic Farmers). This study has had tourist farms domination among types of specialist accommodation hence it a standard description of the association of organic farmers is necessary when one discuss the issues of environmental management in Slovenia. The association was founded in 1999 and has more than 100 members of which are mostly involved in organic farming. Operation of the association focuses on several segments of which the most important area is educating their organization members; promotion of organic food production, aid in marketing organically produced food and products. One third of the members is certified organic farms and 15 by the label BIODAR (ZEK, 2012). The BIODAR meaning: (bios- lat."life"+dar. slov."gift"; biodar = the gift of life) is the logo mainly used to label organic food from organic farms across Slovenia (ZZEKS 2012). Biodar is a sign that the foods are grown or processed according to the standards for organic farming lay down by the association (Velkavrh, 2008).

5.2 Environmental Management Practices

Question 8 and 9 in the survey asked respondents about their knowledge of environmental management practices and if they have any type of environmental policy in place. A crosstab analysis was performed across the categories of the independent variable or respondent who answered 'YES' to been familiar with environmental management and the follow up question is if they have any type of environmental management policy for their operation. From the SPSS output, (75.0%) of respondent are familiar with EMS for accommodations and have a type of EMS but (25.0%) who are familiar with EMS has not implemented any type EMS practices. (50%) of respondents are neither familiar with nor have any type of EMS implemented. The main reason for asking this question was to see if there is a statistical significance difference at (P= <.05) between operators who have informal EMS but do not have a concrete EMS with and environmental policy to formalize their environmental good practices. As mentioned in the literature of this study, most of the time, owners/operators have a sort of environmental good practices (voluntary scheme) without having prior knowledge to a regular EMS. Hence the results obtain using a chi square test gives shows that there is statistically significant at the .05 level as indicated by the Chi-Square table below. The actual significance level is (.018) showing a difference between specialist accommodation owners/operators who have prior knowledge about EMS with no adopted type of environmental management policy to those who do not have prior knowledge and no EMS - See Figure 5.3 on next page.

Figure 5.3 – Chi-Square Test for Specialist Accommodation Operators

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	5,625[a]	1	,018		
Continuity Correction[b]	2,934	1	,087		
Likelihood Ratio	6,694	1	,010		
Fisher's Exact Test				,044	,044
Linear-by-Linear Association	5,250	1	,022		
N of Valid Cases	15				

a. 3 cells (75,0%) have expected count less than 5. The minimum expected count is 1,20.

b. Computed only for a 2x2 table

5.2.1 Adoption of Environmental Management Policy

There are four main aspects of environmental management that was studied in this research. They are mainly areas of possible conservation activities are water management, waste management, energy management and green purchasing. For the purpose of this research, respondent that have any type of environmental management policy established at their accommodation was asked to mention the highlights in their environmental policy. Water management, energy management and purchasing from local suppliers were popular with (24.2%). Waste minimization is the least highlighted at (21.2%). The famous 3 R in environmental management which deals with recycling was the lowest which recorded only (6.1%) See table 5.7 on below:

Table 5.7 Main focus of Environmental Management Policy

EMS Practices	Responses	Percent
Water Management	8	24.2%
Efficient Use of Energy	8	24.2%
Purchase from Local Suppliers	8	24.2%
Waste Minimization	7	21.2%
Reduce, Reuse, Recycle	2	6.1%
Total	**33**	**100%**

It is rightfully so that recycling and overall waste management obtained less attention in the sample for this study. Because in general, recycling in practice can be a very tedious exercise especially sometimes be unclear especially in a small specialist accommodation whereby the atmosphere is the one that looks like home. This can imply that, operators pay more attention to one aspect of EMS especially, the one with small and easy to implement techniques. It could also mean that, waste management techniques are already catered to so attention is shifted to other aspect like water and energy management. All percentages in this table above are produced from SPSS so the option "Guest education on hotels environmental policy" has

been omitted from the results since it was an option that received neither a response nor a percentage. Hence, it can be concluded that, specialist accommodation operators in this sample do not engage guest in their environmental education. This corresponds to the fact that "pressure and demand from guest" was also omitted as a key factor for specialist accommodation owners to engage them environmental management practices. (See section under Table 5.9).

5.2.2 Reasons for Adopting an Environmental Management Policy

Respondent were asked to give reasons why they have adopted environmental management policy for their operations. It was a 5-likert-scale type question. The table 5.8 shows that, pressure/demand from guest received more negative answers (disagreement) than all the other cases. And the strongly agreed cases are personal concern for the environment and better environmental management respectively. Table 5.8 below is the raw data obtained from received questionnaires.

Table 5.8- Reasons for Adopting an Environmental Management Policy (Raw Data)

	Strongly agree	**Agree**	**Neither agree or disagree**	**Disagree**	**Strongly disagree**
Cost savings	3	4	2	1	0
Pressure/demand from Guest	0	2	2	4	0
Need to keep up with Competition	2	3	4	1	0
Government Required/Regulation	1	2	2	1	2
Better environmental management	5	3	1	0	1
Comply with environmental legislation	2	3	1	2	0
Personal concern for the environment	6	1	1	0	1

Since this was a multiple response answer, the measuring variables were combined in order to produce a multiple response frequency table in SPSS. See table 5.9 below:

Table 5.9 Reasons for Adopting Environmental Management Policy

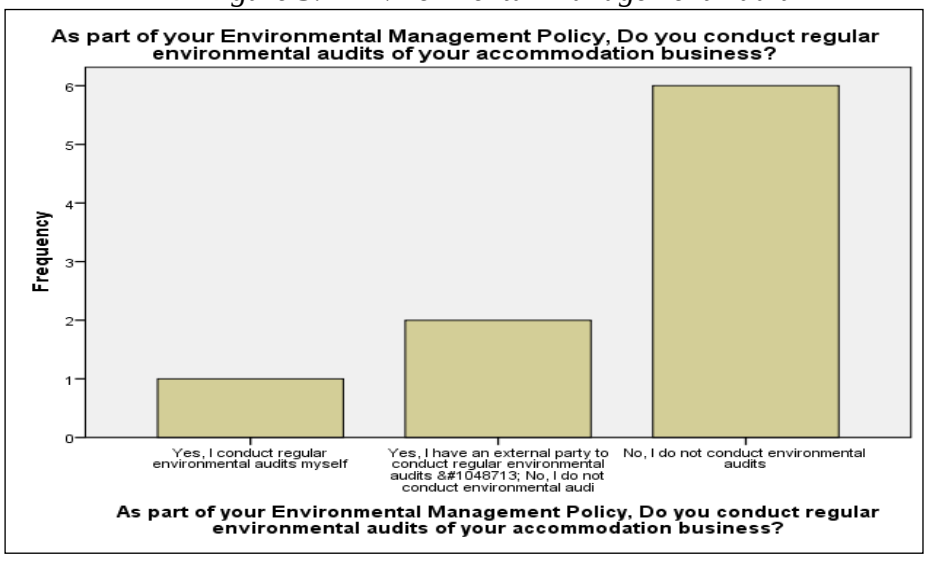
Main Reasons	**Number of Responses**	**Percent**
Cost savings	3	15.8
Need to keep up with Competition	2	10.5
Government Required/Regulation	1	5.3
Better environmental management	5	26.3
Comply with environmental legislation	2	10.5
Personal concern for the environment	6	31.6
Total	**19**	**100**

In the sample of this study, personal concern for the environment (31.6%) was the main reason why specialist accommodation owners have adopted environmental management policy. Second motivation is better environmental management with (26.3%) while cost savings at (15.8%) is the third motivation factor. The others motivational factors are "Need to keep up with competition" (10.5%) "Comply with environmental legislation" (10.5%) and

"Government required/regulation (5.3%). The least ranked the reasons which is government required/regulation can be imply that, specialist accommodation operators in Slovenia are not required by state law to implement any type of environmental management practices or follow any environmental code of conducts. It has been argued in literatures that minimizing both operating costs and resource consumption are the two most important substantial approaches for hotel to participate in an environmental management practices (Ayuso, 2006; Bohdanowicz, 2006; Kasim, 2007; Kirk, 1995; Tzenchentke et al., 2004). The situation is however not the same for the sample in this study since cost savings is the third most important reason behind personal concern for the environment and better environmental management on the part of specialist accommodation operators in Slovenia. Other studies have suggested that embarking on environmental initiatives in SME's does not necessary comes from pressures of environmental compliance or environmental acquiescence. Rather owners/managers appear to be driven by the personal commitment of individual managers who take over a leadership role and initiate change (Petts et al., 1999 in Studer et al., 2005:9). Personal concern for the environment varies in many ways, for instance, a study in New Zeeland discovered that, family business operators consciously limit the scale and scope of their businesses in order to balance economic performance and sustainability in socio-cultural and environmental terms (Ateljevic & Doorne 2000 in Getz et al., 2004:100).

In this study, respondent were asked to give account of their environmental management policy by asking them if they do reviews and monitoring. See figure 5.4 below

Figure 5.4 Environmental Management Audit



(11.1%) of respondent mentioned that they do environmental audit by themselves, (22.2%) said they do have an external environmental auditor and (66.7%) said that they do not conduct any environmental audits as part of their environmental management policy. Environmental

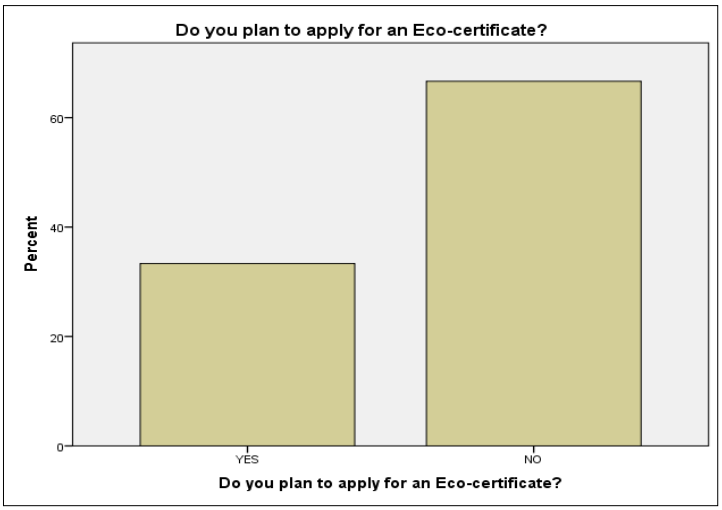
management without a review and monitoring scheme is not successfully. Earlier it was establish that (75.0%) of respondent have a type of environmental management policy, and now only 11.1% do conduct reviews and monitors. This can imply existing doubts in their environmental management policy and EMS techniques and how they measure results. Also possible, they are not interested in seeing results.

Environmental audit which mainly is the monitoring and reviewing current environmental policy is part of the basics proper environmental management practices. There is high number of respondent that do not conduct and environmental audit for their operation which is not encouraging. However, concerning unfavorable factors, one can argue that an external environmental auditor might be out of the way for a small specialist accommodation operator or even so unnecessary. Large hotels are known hire an external consultants to help implement and design their environmental management schemes contract with external auditors to certify compliance and this represents an additional cost for these services Ayuso (2007). For example while environmental auditing has the potential to improve facilities' overall environmental performance its initial start-up, including the hiring of consultants, can be costly (McNamara & Gibson, 2008).

5.2.3 Environmental Certification Application

The question under eco-labels asked respondent if about plans to apply for an eco-certificate. Hence the response to this question is shown in figure 5.5 blow:

Figure 5.5 Plan to Apply for an Eco-Certification



Is must be noted that, this question was however directed to respondent who had earlier stated that they do not have an environmental management policy already in place. Therefore there was a branching logic question that will allow participants to skip this section because people who plan to apply for an eco-certificate are said to have already formalized their

environmental management practices before thinking ahead to apply for a certificate. Due to the branching logic mentioned above, there was a sample of (n=9) that completed this question, and analysis shows a valid percent of (66.7%) representing "NO" meaning they do not plan to apply for and eco-label and (33.3%) "YES" indicating that they plan to not apply for an eco-certificate. This can imply that small firms have generally been slower to adopt environmental improvements compared to their larger counterparts (Blundel et al., 2012). It can also imply that, specialist accommodations are not set up to apply for certification because they do not equip enough to meet the requirement for eco-certificate application.

Regarding which eco-certificate respondent plans to apply for, there were three optional choices and one option to be specified. These three optional choices were EU-eco label, ISO 14001 and green globe. There were no extra name specified by respondent and green globe had a score of zero. Those who plan to apply for an eco-certificate will apply for EU-eco-label (66.7%) and ISO 14001 (33.3%). EU-eco label is the most promoted eco-certificate in Slovenia because it is considered to be more attractive for Slovene hotels since Slovenia is an EU member state and so it appeals to hotel managers and customers (Mihalič, 2004). Government also has a grant in to reimburse successful eco-label applicants (Lebe & Zupan 2012) and also Slovenia's top five incoming tourists are other European member states. Nevertheless since one tourist farm already has an EU-flower, this might encourage other specialist accommodations especially tourist farms to follow suit and apply for one in the future. It might also be that, tourist farms association in Slovenia is promoting the adoption of an eco-label by it member through the association's main aim of educating and marketing tourist farms. But it can be a source of confusion and competition in the sense that, the organic farmers (in this case, those with accommodations) will argue about the strength of the BIODAR against the EU-eco label and if it is necessary for them to have both. Nonetheless, this situation is out of scope for this research but the main reasons why specialist accommodation owners will not apply for an eco-certificate is discussed below.

Concerning the main reason why specialist accommodation owners/operators will not apply for an eco-certificate, a 5-likert-scale type with answers "strongly agree, agree, neither agree nor disagree to disagree" was used. The raw data has been draw up in the table 5.10 below:

Table 5.10 Barriers to Eco-Certificate Application (Raw Data)

	Strongly agree	**Agree**	**Neither agree or disagree**	**Disagree**	**Strongly disagree**
Cost of application	1	0	4	0	0
Required Time	0	2	3	0	0
Certification is not necessary	2	1	1	0	1
Not a high priority for my business	1	1	2	0	1
Do not know about Eco-certification	0	0	2	1	2
No reason	2	1	1	0	0

Before we do the multiple response frequency test, the table above shows a lot more neutrality in the responses especially with cost of application and required time. In this case, one cannot give a specific reason as to why specialist accommodation owners do not plan to apply for an eco-certificate. The idea of adding "Neither agree or disagree" to research questions has be debated vastly in research. However, researchers argue that Neither agree or disagree is one of the most common choices when the respondent has central tendency bias (caused by trying to breeze through the survey) and may easily be selected by those that simply don't want to form an opinion when they're not passionate either way. On the other hand, this option gives respondent a way to answer the question and get results that are more towards the center. Leaving it off could also frustrate respondents that don't have a strong opinion but cannot find an answer that really suits them, and that can affect the data more than leaving it on the survey (Survey-methods 2011).

The table 5.11 on below shows certification is not necessary for my business (33.3%) and no specific reason (33.3%) acts as barriers to applying for eco-certification in this study's sample of specialist accommodation operators.

Table 5.11 Barriers to the Adoption of Eco-certificates

Barriers	Number of response	Percent
Certification is not necessary	2	33.3%
No Particular Reason	2	33.3%
Cost of application	1	16.7%
Not a high priority for my business	1	16.7%
Total	6	100%

It can be seen from table 5.11cost of application and certification not a high business priority was included in the analysis to make it four out of six options that were provided for this question. With a rather small sample, the result speaks volume for itself when you consider the fact that, eco-labels in Slovene hotel industry is non-existent (Mihalič, 2004). With only two types of specialist accommodation in with an eco-label in Slovenia, the idea that certification is not necessary can be attributed to the general state of eco-labels in Slovenia. Even with government backing through tax incentives, workshops, forums and so on, the level of eco-certification is low especially in the specialist accommodation sector. One factor that heightens the finding of this study is that, specialist accommodations are mostly based in local towns and rural areas. And many small enterprises, particularly community-based and indigenous groups in rural areas cannot simply trust government policies, international development projects, and other programs, such as certification, designed to benefit them, that have been designed by those outside their field of trust (Bien & Russillo, 2006).

5.3 Barriers to Environmental Management Policy Implementation

Barriers to the adoption of environmental management policy in specialist accommodation were measure using a 5 point likert scale. From the raw data, most respondent answer this particular question by ticking the scale "Neither agree or Disagree". As already mentioned, "Neither agree or disagree" is one of the most common choices when the respondent has central tendency bias. The table 5.12 below shows that, there were more positive answers (agreement) than all the other measuring scales. And the agreed cases are lack of infrastructure and time required as reasons why specialist accommodation owners/operators have no adopted an environmental management policy.

Table 5.12 Responses to Barriers of Environmental Management Policy Adoption

	Strongly agree	**Agree**	**Neither agree or disagree**	**Disagree**	**Strongly disagree**
Time required	2	2	4	0	0
Lack of knowledge and information	1	1	6	0	0
Lack of Interest	0	1	5	2	0
Lack of Resources	0	2	5	1	0
Lack of infrastructure	2	3	3	0	0
Environmental Management is not useful to my business	0	1	4	2	1

From the above response, a multiple response test was conducted to find out the main barriers to adopting environmental management policy. See Table 5.13 on below:

Table 5.13 Barriers to Environmental Management Policy adoption

Barriers	**Number of Response**	**Percent**
Time Required	2	40
Lack of infrastructure	2	40
Lack of Knowledge and information	1	20
Total	**5**	**100**

These barriers are in line with academic literature that discusses barriers to sustainability practices in small family oriented tourism businesses. Specialist accommodation operators who's characteristics forms part of or operated by small family businesses have regularly sought this type of lifestyle, hence the adoption of sustainability practices is likely to be dependent on their interest, knowledge, expertise and supporting infrastructure (Hobson & Essex 2001; Beaton et al., 2007). In this research therefore, knowledge and infrastructure and the two main barriers to the implementation of environmental management policy and practices. From the unprocessed data in table 5.12, environmental management is not useful to my business and lack of interest was disagreed options. This can mean that, there is obviously the motivation on the part of specialist accommodation owners/operators to employ environmental management system but against the barriers, it can be said that these barriers

are not internal and direct. The barriers that are external based on out of control circumstances of the operator but internal based may be overcome by the accommodation operators (Vernon et al., 2003). Comparing the two main barriers to the two main motivations of environmental management policy implementation in this study, the results interdepend on each other. While personal concern for the environment and better environmental management were the two main motivations, lack of infrastructure and lack of knowledge and information were the barriers. The interdependency here is that while most small business owners believe that supporting the environment in important, awareness of formal environmental management systems, specific environmental laws and/or remediation processes is generally poor and quite limited (Schaper & Carlsen 2004; Beaton et al., 2007). In the literature, Beeton et al., (2007) argued that generalization and transferability of barriers developed by Vernon et al. (2003) is possible to produce different results. Based on findings of this study, it is argued that a phenomena and an economic industry as extensive as tourism and destinations with similar characteristics, similar results can also be achieved from a research conducted thoroughly. Especially, the similarities of the similarities of the tourism accommodation offer globally.

5.4 Environmental Management Techniques Implemented

As already stated, the main objective of this research was to investigate, the meaning of sustainability when it comes to environmental management in these establishment as well as examining how specialist accommodation operators manage and implement environmental management practices and techniques. The main research question of the study was:

"How do specialist accommodation operators manage and implement environmental management practices and techniques?"

In the following sections below, the study is going to analyze and discuss the environmental management techniques and practices that have been implemented in specialist accommodation sector in Slovenia. These techniques have been group into five different categories under water management, energy management, waste management, purchasing policies and other good environmental practices. The analysis are based on frequency distribution tables coded from response in the questionnaire and SPSS multiple responses tables.

5.4.1 Water Management Techniques

The table 5.14 shows responses to water management techniques that are implemented or plan to implement by respondents to this study. As part of the main research question, specialist accommodation owners/operators were asked to indicate which specific water conservation techniques that have already been implemented or plan to implement in the future. The

unprocessed data table 5.14 below shows that tap aerators is a water conservation technique that is not implemented at all and linen reuse program is the most implemented water conservation technique in specialist accommodations.

Table 5.14 Summary of response Water Conservation Techniques

	YES	NO	PLAN TO
Dual flush toilets	4	8	0
Low flow shower heads	7	7	1
Towel reuse program	12	3	0
Linen reuse program	13	2	0
Rainwater collection tanks	5	6	2
Tap aerators	0	10	0
Solar hot water system	3	9	2
Drip system for garden irrigation	1	9	2

A multiple response frequency table was conducted and it revealed that, linen reuse is the most implemented is linen reuse program with 28.9%. On a close second is towel reuse program (26.7%), the rest are low flow shower heads (15.6%), rainwater collection tanks (11.1%), dual flush toilets (8.9%) solar hot water system (6.7%) and the least implemented technique is drip system for garden irrigation See table 5.15 below:

Table 5.15 Implemented Water Management Techniques

Techniques	Responses	Percent
Linen reuse program	13	28.9%
Towel reuse program	12	26.7%
Low flow shower heads	7	15.6%
Rainwater collection tanks	5	11.1%
Dual flush toilets	4	8.9%
Solar hot water system	3	6.7%
Drip system for garden irrigation	1	2.2%
Total	**45**	**100%**

It appears that the major water management technique implemented in specialist accommodations are those where support and participation of specialist accommodation's guest is necessary (McNamara & Gibson, 2008). Rain water is not in abundance in Slovenia, which can be related to the uninterest in collecting rainwater in tanks. Slovenia could not be considered as country suffering deficiency of water nontheless rainfall is very unevenly distributed over the year. Slovenia have expericenced some drought seasons in the past starting from 1983 to 1994 with an average of 2 years interval (SINCID, 2012). The findings can be attributed to the fact that much water was spent directly for the purpose of taking showers, flushing the toilet, and the use of tap water (Gössling et al., 2012). Thus it is encouraging to see that low flow shower heads dual flush toilets were among water management techniques implemeted in specialist accommodations in Slovenia. The least implemented technique "Drip system for garden irrgation" can be attributed to the fact that, not all specilist accommodations have an external garden or need a complex irrigations

system for a minimal gardening activities. Consequently water for gardening purposes accounts for only 15 per cent of the total water use in guesthouses (Gössling et al., 2012). Concerning future about water management techniques implementation, solar hot water system, rainwater collection tanks and drip system for garden irrigation on on the agenda of specialist accommodation operators.

5.4.2 Energy Management Techniques

Regarding energy management techniques, the use of hydro-electric power is not very familiar among specialist accommodations operators. See table 5.16 below:

Table 5.16 Summary of Response Energy Management Techniques

	YES	NO	PLAN TO
Solar Panels	2	7	3
Heat and water Generator	5	7	1
Hydro-electric power	0	11	0
Energy efficient light bulbs	12	2	0
Use diesel or ethanol blend fuel	7	7	0
Use ceiling fans only and not air-conditions	2	9	1

A multiple response table was conducted with data from table above to find out the most to least implemented energy techniques. See Table 5.17 below

Table 5.17 Implemented Energy Management Techniques

Techniques	Responses	Percent
Energy efficient light bulbs	12	42.9%
Use diesel or ethanol blend fuel	7	25.0%
Heat and water Generator	5	17.9%
Solar Panels	2	7.1%
Use ceiling fans only and not air-conditions	2	7.1%
Total	**28**	**100%**

Energy efficient lights bulbs is the most implemented energy management technique with (42.9%), followed by use of diesel or ethanol blend fuel (25%) heat and water generator (17.9%). The least implemented energy management techniques are the use of ceiling fans only and not air conditions and solar panels. However, three responses shown that, the use of solar panel energy is in the planning. This relates to solar hot water system which is also the most future planned water management technique. Many of these specialist accommodation operations are comparable to the size of an average household often having similar appliances and room size (Carmody et al., 2009). According to other research 83% of Slovenians display a level of awareness in energy savings and the actual level of energy efficiency in households is reasonably low, as only 28% of the people act responsibly to the environment in this respect, nevertheless, the majority of households have energy-efficient light bulbs, however over 20% of the people do not turn the lights off when they leave the room. (Informa Echo,

2010). On the other hand, these are just figures that cannot be proven but this study, they serves as illustrations to support quantitative findings of this study. On the level of energy efficiency technique proposed by Curtis, (2002) among the literature of this study, specialist accommodation owners/operators can be grouped under "Average Level" which denotes minimal attempts at energy efficiency. On the contrary, the purpose of environmental best practice is mostly uneasy and complicated practices. For accommodation providers, the general mode of operation, type of product, existing infrastructure (buildings, access roads, etc.), and local climatic conditions in combination with each other as well as other factors will set strict limits on the level of per capita energy and water consumption performance that can be achieved (Warnken et al., 2005).

Before proceeding to waste management, Mensah (2005) also achieved similar results in environmental management in hotels in the Greater Accra region of Ghana. He found out that the most popular eco practices were; use of energy-efficient light bulb (94.2%) and reuse of linen and towels by guests (74%). The use of hydro-electric power sources in households is non-existent source in (SORS 2012). Hydro-electric power for households is not mentioned as a source of energy in national statistics. In combination with water and energy techniques implemented, (McNamara & Gibson, 2008) obtained similar results where techniques that recorded low rates of response were using electricity from a greener company (4%), rainwater tanks (8%), renewable power (9%), environmental auditing (11%) in and wastewater treatment units (11%), in their study about macro-scale tourist accommodation in Australia's coastal zone.

5.4.3 Waste Management Techniques

Among the most implemented environmental management techniques, waste management techniques received the overall highest responses in terms of positivity. Almost all of the techniques were implemented or been practiced. With which the most implemented techniques are separating recyclable waste and composting organic matter. See table 5.18 below:

Table 5.18 Summary of Response on Waste Management Techniques

	YES	NO	PLAN TO
Separate recyclable waste	13	2	0
Compost organic matter	13	1	0
Purchase goods in bulk where possible	11	3	0
Purchase goods in recyclable packaging	10	2	0
Actively practice the slogan: "Reduce, Reuse, Recycle"	12	1	0

Among the most implemented waste management techniques, separating recyclable waste and compost organic matter recorded the highest with (22.0%) each. The second most popular waste management technique is actively practice the slogan: "Reduce, Reuse, and Recycle"

(20.3%), "purchase goods in bulk where possible" is the third at (18.6%) and purchase goods in recyclable packaging at (16.9%), (See table 5.19 on below).

Table 5.19 Implemented Waste Management Techniques

Technique	Response	Percent
Separate recyclable waste	13	22.0%
Compost organic matter	13	22.0%
Actively practice the slogan: "Reduce, Reuse, Recycle"	12	20.3%
Purchase goods in bulk where possible	11	18.6%
Purchase goods in recyclable packaging	10	16.9%
Total	**59**	**100%**

Maybe waste separation and compost of organic matter are usual practices that specialist accommodation operators employ and organic matter compost can be attributed to the predomination of tourist farms (organic tourist farms) in this study. This is also in contrast with (Carmody 2007) who found out that separating recyclables was the least used environmental management technique. As informal EMS was mentioned earlier in the literature of this survey, the other techniques under waste management can be termed informal environmental management systems. McKeiver & Gadenne, (2005) categorized 16 questions to measure EMS in small business into formal EMS and informal EMS. All the questions related to waste management was grouped under informal EMS. McKeiver & Gadenne, (2005) studied environmental management system in small and medium business and mentioned that changing business practices to reduce waste, and waste management is supported as an activity undertaken by 41% of the SMEs surveyed. Hence, it is not surprising that waste management techniques received the most responses.

5.4.4 Green Purchasing Techniques

As established in the literature, purchase of produce and products produced within an area is significant in the sense of creating supports for other local suppliers and enterprises of the local economy. In this study, questions used to measure the green procurement attitude of specialist accommodation operators are; purchase local goods and services, grow own fruit & vegetables for personal, guest and employ local residents and purchase goods in recyclable packaging". The later also serves as waste management technique (Kirk, 1996). The results from analysis shows that four most implemented green purchasing technique was "purchasing local goods and services (17.3%), purchase goods in recyclable packaging (16.9%), grow own fruit & vegetables (14.8%) and employ local residents (8.6%). Specialist accommodations are likely to offer support local economy through local job opportunities and other benefits for local communities together with local goods and services consumption (Beeton 1998 in Carmody 2007:22). Yet again, there is a high percent of respondent who grow their own fruit and vegetables can be attributed to the level of farm tourist participants in this research. However it is discouraging in the sense that the lowest rates of implementation employ local

residents in the business, because specialist accommodations are a major source of local employment opportunities (Beeton 1998). It can also imply that specialist accommodations as family business or owner operated, they need not to employ outside the family. See table 5.21 below;

5.4.5 Other Good Environmental Practices

The most frequently used environmental good practice is the use of non-chemical cleaning products. (13.6%) On the multiple responses frequency table 5.21, it shows that, practicing organic farming recorded a 16%. Considering the fact that, tourist farms were predominant in this research, it is only logic that you take the second highest response to represent the whole study group. Other good environmental management techniques are: educate guests about conservation & sustainable practices (11.1%), environmental practice sign displayed in the accommodation (7.4%), encourage guests in conservation and activities like tree planting implementations (6.2%) and supply of recycle collection bins in guest accommodation is the least implemented environmental management techniques at (4.9%). It must be said that none of the respondent plan to implement any of the supplementary environmental practices except one respondent, who plans to use of non-chemical cleaning products. See table 5.20 below for percentages. Use of eco-friendly cleaning products (72%) and support for local community (70%), was also achieved by (Mensah, 2005)

Table 5.20 Summary of Response on Implemented Other Good Environmental Practices

	YES	**NO**	**PLAN TO**
Purchase local goods and services	14	0	0
Grow own fruit & vegetables for personal and guest consumption (Tourist Farms)	12	1	0
Practice organic gardening	13	1	0
Educate guests about conservation & sustainable practices	9	5	0
Encourage guests in conservation and activities like Tree planting	5	9	0
Employ local residents in any aspect of your business	7	6	0
Supply recycle collection bins in guest accommodation	4	8	0
Use non-chemical cleaning products e.g. vinegar, bi-carb soda.	11	2	1
Environmental Practice Sign displayed in the accommodation	6	6	0

Table 5.21 Implemented Other Good Environmental Practices

Technique	**Response**	**Percent**
Purchasing local goods and services	14	17.3%
Practice organic gardening	13	16.0%
Grow own fruit & vegetables	12	14.8%
Use non-chemical cleaning products e.g. vinegar, bi-carb soda.	11	13.6%
Educate guests about conservation & sustainable practices	9	11.1%
Employ local residents in any aspect of your business	7	8.6%
Environmental Practice Sign displayed in the accommodation	6	7.4%
Encourage guests in conservation and activities like Tree planting	5	6.2%
Supply recycle collection bins in guest accommodation	4	4.9%
Total	**81**	**100%**

Chapter Six – Recommendations

6.1 Key Findings

There are four main research findings in this study. They are; government support for EMS awareness creation and implementations, barriers and motivations to adopting environmental management policy, barriers and motivation against applying for eco-certificates, current implemented EMS techniques and good practices. Most of the key findings relate to theories that have been reviewed in the study as well as the fact that findings are comparable to other research results in different accommodations industry in different tourism destinations. More importantly, similar results have been reported by other research work in the same field in the study area of Slovenia. Based on these key findings, a recommendation is to be made in order to complete the research objectives. The following sub-chapters deal with two main recommendations for this study.

6.2 Technical Support and Outreach

The most appropriate recommendation will have to backup existing stakeholder support and actions in combating the low level of environmental management and eco-certification in Slovenia's specialist accommodation sector. Hence technical support and outreach scheme can be the fundamental tool to support existing measures by tourism stakeholders. Recommending a technical support scheme is based on the four main aspects of the research findings. Personal concern for the environment and better environmental management as the motivations of specialist accommodation operators to adopt an environmental management policy can form the basis for a technical support program that will directly reach out to accommodation owners. Currently, government effort to create awareness and implementation of environmental management awareness in Slovenia has so far achieved low response and low results especially in the quantity of eco-certificates issued for accommodation unit as revealed by (Lebe, & Zupan, 2012). A thorough analysis of the government effort were out of scope for this study, however, looking at the current situation and the survey findings, technical support and outreach scheme complement current government strategy that can increase environmental management practices in specialist accommodations as well as encouraging the application for eco-certificates. It is viewed that national programs that distribute information, advice and technical assistance tools on environmental management systems are important ways of encouraging the adoption of those systems by SME's (Whitehouse et al., 2005). To compliment government actions such as financial incentives and workshops, public stakeholders can establish an environmental management technical support system for specialist accommodations. The study found that operators who have not yet established an environmental management policy are discouraged

by lack of time, knowledge, information and resources even though they disagree about their lack of interest and the usefulness of environmental management.

Henceforth this system can include a formal environmental code of conducts, specific EMS techniques and practices. In response, specialist accommodation owners will undertake general monitoring and benchmarking to measure process and effectiveness of implemented techniques and resource consumption. The theory behind this recommendation is to find a balance between unilateral commitments of uncertified environmental practices (Mihalič, 2009) and public voluntary challenge where public authorities set standards vis-à-vis a combination of processes, procedures and targets to be followed and achieved by accommodation operators. EMS do not provide an organization with explicit tools such as how to prevent and manage waste and technical assistance tools tend to perform well when they are developed and delivered at the regional level and tailored to the specific needs of businesses (Whitehouse et al., 2005). Hence for the case of Slovenia, such technical assistance and outreach program can start at the local level using the zonal approach. Zonal approach is a strategy which takes account of the natural and cultural assets of a particular destination, for instance farm tourism zone; mountain activities zone; vineyard trails zone, etc. (UNTWO 2002). The clustering nature of Slovenian tourism product makes it easier to start a zonal approach for EMS technical support. Figure 3.4 is a map shows that, for instance mountain lodges, coastal resorts and health resorts are naturally grouped in one geographical area. The implication for zonal approach is that, for instance mountain lodges are already convened in one geographical area hence it will be easier to establish technical support zonally than if there were dispersed.

Another way to go with technical outreach program is through the use of social dialogue in existing accommodation networks and partnerships such as the Slovenia tourist farms association (*Združenje turističnih kmetij Slovenije*). This can establish a communication path between specialist accommodations operators, stakeholders mainly Slovenia tourist board and it subsequent regional and local level tourism boards. The study discovered specialist accommodations operators are motivated by personal concern for the environment and better environmental management, thus this can pave the way for stakeholders to build on environmental management scheme.

A more innovative way to start technical support and outreach program can be a system similar to “TourBench” and/or “SUTOUR”. According to ECONTRANS, Tour Bench is a European monitoring and benchmarking initiative for reducing environmental pollution and reducing costs in tourism accommodations. A similar “TourBench” program can assist accommodation owners/operators in step-by-step process to monitor online their EMS practices and compare among others in their category (Hamale & ECOTRANS 2006). SUTOUR is also online based suing a computer controlled tool for environmental analysis

known as E-KUH. It is software for identifying and reducing environmental pollution using a process-oriented method. In addition, cost-savings and quality management can be identified as well (Hamale & ECOTRANS, 2006).

This recommendation views an initial stage of promoting environmental best practices coupled with clear technical support tools has the potential to support progression in EMS techniques implementations among accommodations in Slovenia. This imply building a foundation whereby, specialist accommodation operators will have the system and mechanism in place to take up government incentives on acquiring eco-certificates and help contribute to the national sustainable tourism agenda. For a start a pilot projects attached to follow-up programs may be effective.

6.3 Future Research

This study was conducted based on quantitative methodology using mainly descriptive statistics in it analysis. All the findings are based on the sample; hence opinions from non-respondent are expected to affect the research findings. However, it has set the tone for future environmental management research in specialist accommodations in Slovenia to use a wider sample size and allocate a long duration to achieve response rate in case generalization of results is crucial.

The study could have benefited greatly by combining qualitative and quantitative research methodology to complement each other and strengthen research findings. Combining a mixed method approach by possibly in-depth interviewing with specialist accommodation operators will be handy to clarify some of the findings and obtain more comprehensive results. During the proposal development for the study, both method of quantitative and qualitative was proposed but time constraint and difficulties in conducting interviews in Slovene language on the part of the researcher meant quantitative method was a suitable preference for this study.

Another aspect which is significant in accessing EMS in specialist accommodations is to research "family" factor as a barrier or motivator to adopting environmental management practices. Most families operating tourism businesses share their home space with customers and these impacts substantially on their work and family life (Getz et al., 2004). Environmental management practices is tricky in the sense that, in our normal households environmental management techniques are rarely seen, the house is the comfort area, it's the place where for instance residents take long showers and engage in other unsustainable practices. Hence, a specialist accommodations run as a family business with families residing on the same premise can be complication for EMS adoption. Therefore, EMS in specialist accommodations will need a full family support in all areas in other to make it a success. This could be a future research, perhaps employing a qualitative research methodology.

Chapter Seven – Conclusions

7.1 Synopsis of the Research

The accommodation sector consist of a wide variety of establishments, such as hotels, motels, bed and breakfasts (B&B), camping grounds, holiday apartments, and second homes. On an individual basis, these facilities do not usually cause gross environmental pollution or consume vast amounts of resources. Collectively, however, they have significant impacts on global resources and destination degradation (Álvarez et al., 2001). This study focused on environmental management in specialist accommodations in Slovenia. Specialist accommodation is defined as the style of accommodation with a small guest capacity, is owner-operated, provides a specialist opportunity or advantage to guests through location, features or services, and offers special activities to its guests (Morrison et al., 1996). It was based on the understanding of barriers and motivations to adopting environmental management policy and eco-certificate application. The research also studied specific environmental management techniques that have been implemented in specialist accommodations. As well as government support for EMS in Slovenia's accommodations sector to recommend best strategy to increase motivations for EMS.

The study is a quantitative survey using a questionnaire and mail surveys as the method of data collection. The questionnaire was developed in English and translated into Slovene language. It was mailed out to 100 specialist accommodation operators across Slovenia reaching a response rate of 15.5%. The main limitations of this study have been time constraint, financial constraints and language barrier on the part of the researcher, refusal and non-participation on the part of accommodation owners/operators. Hence, the research findings only correspond to sample size and respondent. The study obtained more responses from tourist farms and bed & breakfast outlets. Most of specialist accommodations have been in operation for more than ten years and is mostly run by females with either secondary vocational education or tertiary education level. With a dominant three and five room capacity, the study also discovers that majority of specialist accommodations are family run businesses. Among the extra services and activities provided by specialist accommodation operators, hiking, skiing and farm animal feeding were the most popular.

Research question one of this study was the only one not directly linked to a research objectives hence it is answered here. Based on the study findings and research respondent, the sample size it too small to conclude that specialist accommodation operators in Slovenia are pro-environmental or not. Hence as an answer to research question one is inconclusive since it was a direct debatable question. Below are the research findings under their specific research objectives.

7.1.1 Objective One

This study identified several environmental management techniques and practices that have being implemented by specialist accommodation operators in Slovenia. The most popular water management techniques are towel and linen reuse program and low flow shower heads. Tap aerators and drip system for garden irrigation is the least implemented water technique. The most implement energy management techniques are the installations of energy efficient light bulbs and the use diesel or ethanol blend fuel while the use hydro-electric power at all implemented. Most operators also plan to use solar power to generate water, heating and electricity in the future. Waste management techniques were the most popular among all other techniques. The most implemented techniques are: separate recyclable waste, compost organic matter, purchase goods in bulk where possible, purchase goods in recyclable packaging and "reduce, reuse, recycle" practice. Among other good environmental practices are use of non-chemical cleaning products, purchase local goods and services and tourist farms grow their own fruit and vegetables for personal and guest consumption.

7.1.2 Objective Two

The principal reasons for the adoption of environmental management policy by responded operators/owners are personal concern for the environment and better environmental management. This key finding is different from some studies that concluded that minimizing operating costs and resource consumption are the two most important reasons for hotel to participate in an environmental management practices. Cost-savings was the third most popular reason for adopting EMS. As mentioned in the literature, cost savings are not principal motivator in adopting environmental management in SME's. The small size of SMEs can limit their potential for cost savings and other direct benefits through environmental management (Drake et al., 2004; Baylis et al., 1998 in Studer et al., 2005:8), and their engagement is further hampered by their limited access to relevant information and their lack of expertise to plan and implement environmental initiatives. For operators who have not yet established an environmental management policy, the study found out that, even though they disagree about their lack of interest and the usefulness of environmental management, they are still discouraged by lack of time, knowledge, information and resources. And these reasons hinder their progress in establishing an environmental management policy.

7.1.3 Objective Three

The study also found out that the main choice of respondent is to acquire the EU eco-label. However, operators of specialist accommodations do not feel the need to apply for a certificate claiming that, eco-certificates are not a priority for their business or it is simply not

necessary while others are deterred by the cost of application, some also have no reason to apply for a certificate. The study also discovered that tourism stakeholders uses financial incentives, tourism forum and workshops to encourage accommodation operators in Slovenia to engage in EMS and to formalize their practices with a support scheme for the application of eco-certificates, preferably European Unions' eco-label.

7.1.4 Objective Four

The objective five of the research was to recommend best strategies to increase motivation for environmental management in specialist accommodations. Based on research findings, technical support and outreach program is the recommended strategy to complement existing government strategies.

7.1.5 Objective Five

The study has also contributed to research undertaken about the environmental management and eco-certification issues in Slovenia especially in English language. The research has also shown that, there is more room for improvement for both stakeholders and operators in tourism development in Slovenia in terms of environmental management in the accommodations sector and the barriers and motivations that affect both the adoption of environmental management practices and the applications for eco-certificate.

7.2 Implications of the Findings

The survey shown a lot of response from tourist farms and this can be attributed to the level of organization in the Slovene farm tourist. Tourism associations can be a tiptop platform to create environmental management awareness creation and exchange of idea. The suggestion is that, tourist farm operators were dominant respondent in this study, and it can be attributed to genuine interest in environmental management and will therefore participate in an EMS research. The main motivation the adoption of environmental management policy was personal concern for the environment and better environmental management and this can come from the agenda of tourist associations – (*gorenjsko ekološko združenje*, *združenja ekoloških kmetov*, and *združenje turističnih kmetij Slovenije*). The fact that the majority returned questionnaires came from the Upper Carniola (gorenjska) region; it can imply the role that the association plays in EMS education. As seen in coastal zone in Australia, tourism industry associations are the most frequently source for providing environmental information to tourist accommodation facilities (McNamara & Gibson, 2008).

Both government required/regulations (5.3%) and comply with environmental legislation (10.5%) were among the lowest barriers to adoption for an environmental management

policy. This could imply the relatively low level of environmental management practices. Numerous studies have mentioned compliance with existing legislation is a key motivating factor behind SMEs environmental consciousness. A small firm generally prefers strict regulation and legislation to voluntary approaches because they fear that free-riders would gain competitive advantage if policy relied too much on self-regulation (Studer et al., 2005).

It is seen from the study that, waste management and the "3R" were the least highlighted program below energy and water management among respondents with environmental management policy. In the section under implemented techniques sub-chapter 5.3, the most implemented environmental techniques falls under waste management more than all the other implemented techniques under water and energy management. This could imply that since specialist accommodation owners have more waste management techniques covered, their environmental policy now concentrates on other areas such as water and energy. But research findings suggest that a relatively low implementation of other water and energy techniques can imply owners/operators have done all they could base on their current knowledge and resources and those are mainly about waste management technique. Progression to other techniques implementation can be hindered by both direct and indirect factors discussed. Operators might be at the crossroad phase and this can cause frustration and led to eventual abandonment of the process of environmental management techniques implementations. This is seen in this research where level of satisfaction on the part of operators produce weak satisfactory level with their current environmental practices. Exhibiting, neutrality and somehow dissatisfaction has already be established as leading to distant responsibility and frustration as additional barriers to the adoption of environmental management techniques. For instance, among the numerous water and energy techniques, only the linen and towel reuse program are popular techniques.

Even though the response rate is minimal the significance of the findings are not doubtable. Many findings from this study correlate with findings in the literature other research study in different destinations. Including environmental management research in the entire tourism sector in Slovenia (Jurinčič & Popič, 2009; Lebe & Zupan 2012; Mihalič et al., 2012) Carmody (2007) who studied EMS and managers attitude in specialist accommodations in Queensland, Australia also found that, almost all of the operators had a personal concern for the environment which has led to the voluntarily adopting of environmental code-of-conduct and other techniques. This is also in line with the fact that sustainability attitudes of small hotel owners are mainly influenced by their personal values and beliefs, perception of environmental imperatives, motivations and goals and the understanding and awareness of the type of action required (Dewhurst and Thomas, 2003).

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Appendix

Appendix A – Questionnaire Introductory Letter (Draft English Version)

Research on the Environmental management in Special Accommodations in Slovenia

Dear Owner/Operator,

I am a student at University of Ljubljana, Faculty of Economic studying a European Master in Tourism Management (EMTM). As part of my studies (master's thesis), I am investigating the Environmental Management issues in special accommodation sector in Slovenia. A special accommodation operation is defined for the purposes of this research as that having: 1. High Host-Guest interactions, 2. Special advantage to guests because of location, features and type of services offered; 3. Special activities offered to guests; 4. owner-operated, 5. Small guest accommodation capacity (25-30 rooms). I have selected your accommodation operation from the website of Slovenia Tourism Board because your business falls under the category of Special Accommodations.

I will be extremely grateful if you will assist me by completing this short questionnaire that will take approximately 15 minutes of your time. The main objective of the study is to investigate, how special accommodation operators manage and implement Environmental management practices that in the end contributes to the ecological sustainability of the natural environment. Thus the questionnaire concerns four main parts which are Demographics, Accommodation Business background, your Environmental Policy and current and future environmental practices.

Please note that participation in this research is entirely voluntary and all participants will remain anonymous. All the information you will provide are not shared with anybody else accept for the sole purpose of this research because the study follows strict research ethics from the University. Thus, your contribution to this research is highly valuable. Please do not think the size of your operations is too small to participate. The information you provide will enhance the understanding of environmental management practices and implementations in special accommodation operations in Slovenia. Thank you in advance for your participation. If you require any more information about this study or you are interested in the results, please contact any of the persons listed below.

Thesis Supervisor
Professor Tanja Mihalič

Research Student
Kwaw Koi Thompson

Služba za posebne podiplomske študijske programe (Graduate Student Affairs Office)
Professor Jožica Merljak

Appendix B – Research Questionnaire (English Version)

Questionnaire
SECTION A - ACCOMMODATION BACKGROUND INFORMATION

The following section asks you for some information about your specialist accommodation operation.

What type of accommodation is your operation?	□ Bed & Breakfast □ Tourist Farm □ Private Rooms □ Mountain lodges and cabins □ Vineyard cottages □ Hostel □ Camping sites □ Cabins □ Themed accommodation □ Other (please specify)…….
How many years has your accommodation been operating?	□5 or less □6-10 □11-16 □More Than 16
Is the accommodation operation a family business?	□Yes □No
What is the number of rooms does your accommodation have?	
How many Beds does your accommodation have?	
Which type of service does your accommodation offer?	□ Self-contained □ Bed & Breakfast □ Meals included □ Share cooking facilities □ Other (please specify)……
Please tick all extra activities that are on offer to guests by your business?	□ Bird watching □ Tree planting □ Hiking □ Swimming □ Canoeing/ Kayaking □ Skiing □ Massage/ Skin treatments/ Spa/ Sauna □ Cookery □ Horse riding □ Farm animal feeding □ Rent-a-bike □ Relaxation/ reading □ Guided nature tours □ Other (please specify)……

SECTION B - ENVIRONMENTAL MANAGEMENT POLICY

The following section asks for information about environmental management of your accommodation

1. Are you Familiar with Environmental Management System for accommodations?	□Yes □No				
2. Do you have any type of environmental management policy in place?	□Yes □No (Proceed to Q-17)				
3. Which of the following practices is highlighted in your environmental management policy? (Tick all if appropriate)	□ Water Conservation and Management □ Waste Minimization □ Efficient Use of Energy □ Reduce, Reuse, Recycle □ Purchase from Local Suppliers □ Guest Education on Hotels Environmental Policy				
4. The main reasons for adopting environmental management policy for your accommodation are? (Please tick one box for each statement)	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Cost savings					
Pressure/demand from Guest					
Need to keep up with Competition					
Government Required/Regulation					
Better environmental management					
Comply with environmental legislation					
Personal concern for the environment					
5. Do you plan to apply for an Eco-certificate?	□Yes -----→ Q13		□No ----→ Q14		
6. If **YES**, which of the Following do you plan to apply for?	□EU Eco-Flower □Green Globe		□ISO-14001 □Other (Please Specify)…….....		
7. If **NO,** then, the main reasons why you will not apply for a certificate are?	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Cost of application					
Required Time					
Certification is not necessary					
Not a high priority for my business					
Do not know about Eco-certification					
No reason					
8. As part of your Environmental Management Policy, Do you conduct regular environmental audits of your accommodation business?	□ Yes, I conduct regular environmental audits myself □ Yes, I have an external party to conduct regular environmental audits □ No, I do not conduct environmental audits				
9. If you do not have an environmental management Policy, are you planning to start one this within the next 2 years?	□Yes □No				
10. Is there is a reason why you do not have an environmental management policy?	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Time required					
Lack of knowledge and information					
Lack of Interest					
Lack of Resources					
Lack of infrastructure					
Environmental Management is not useful to my business					
11. Do you follow any tourism industry 'codes of conduct' or 'codes of practice' for your operation?	□Yes (Please Specify)…… □No				

SECTION C: CURRENT AND FUTURE ENVIRONMENTAL MANAGEMENT TECHNIQUES

12. Which of the following environmental best practices have been implemented or plan to implement at your accommodation business?

Technique	Yes	NO	PLAN TO	Comment
Water management				
Dual flush toilets				
Low flow shower heads				
Towel reuse program				
Linen reuse program				
Rainwater collection tanks				
Tap aerators				
Solar hot water system				
Drip system for garden irrigation				
Other (Please Specify in Comment Column)				
Energy Management				
Solar Panels				
Heat and water Generator				
Hydro-electric power				
Energy efficient light bulbs				
Use diesel or ethanol blend fuel				
Use ceiling fans only and not air-conditions				
Other (Please specify in comment column)				
Waste Management				
Separate recyclable waste				
Compost organic matter				
Purchase goods in bulk where possible				
Purchase goods in recyclable packaging				
Actively practice the slogan: "Reduce, Reuse, Recycle"				
Other (Please Specify in Comment Column)				
Other Good Environmental Practices				
Purchase local goods and services				
Grow own fruit & vegetables for personal and guest consumption (Tourist Farms)				
Practice organic gardening				
Educate guests about conservation & sustainable practices				
Encourage guests in conservation and activities like Tree planting implementations				
Employ local residents in any aspect of your business				
Supply recycle collection bins in guest accommodation				
Use non-chemical cleaning products e.g. vinegar, bi-carb soda.				
Environmental Practice Sign displayed in the accommodation				
Other (Please specify in comment column)				

SECTION D - OWNER/OPERATOR BACKGROUND INFORMATION

This section ask for some background information about yourself

13. What is your position in this operation?	□ Owner □ Manager □ Owner/ Operator □ Caretaker □ Other (please specify)
14. Level of education?	□ Primary Education □ Lower Vocational Education □ Secondary Vocational Education □ Professional Education (Vocational/Technical) □ Higher professional education □ Tertiary education, university undergraduate/master education □ Doctorate □ (Please Specify)……..
15. What is your gender?	□ Male □ Female
16. Is your accommodation a member of any environmental management Association?	□ Yes (Please Specify……... □ No
17. Do you support any local or national environmental management initiatives?	□Yes (Please Specify)……... □ No
18. Please rate your level of satisfaction with your current environmental practices?	□Very Satisfied □Somehow Satisfied □Neutral □Somehow Dissatisfied □ Very Dissatisfied

Are there any additional comments you would like to make?

……

Thank you for sparing the time to take part in this research.

Appendix C – Questionnaire Introductory Letter (Slovene Version)

Raziskava o ravnanju z okoljem v posebnih prenočiščih v Sloveniji

Dragi lastnik,

sem študent mednarodnega podiplomskega študijskega programa Turistični management (EMTM) na Ekonomski fakulteti Univerze v Ljubljani. Del mojega študija (magistrsko delo) je, da raziskujem vprašanja okoljskega upravljanja v sektorju posebnih nastanitev v Sloveniji. Posebne nastanitve za namen te raziskave so opredeljene tako, da imajo: 1. Visoke interakcije gostitelj-gost, 2. Posebne ugodnosti za goste zaradi lokacije, značilnosti in vrste ponujenih storitev, 3. Posebne dejavnosti, ki jih ponujajo gostom, 4. Lastnik je upravljalec, 5. Majhne nastanitvene kapacitete za goste (25-30 sob). Izbral sem vaše podjetje, saj sodi v kategorijo posebnih nastanitev, našel pa sem ga preko spletne strani Slovenske turistične organizacije.

Zelo bi vam bil hvaležen, če bi mi pomagali tako, da izpolnete kratek vprašalnik, ki vam bo vzel približno 15 minut vašega dragocenega časa. Glavni cilj študije je raziskati, kako operaterji posebnih nastanitev upravljajo in izvajajo okoljski management, da na koncu prispeva k trajnosti naravnega okolja. Vprašalnik je razdeljen na štiri dele, ki so demografija, opis podjetja, vaša okoljska politika ter sedanja in prihodnja okoljska praksa.

Sodelovanje v tej raziskavi je popolnoma prostovoljno in vsi udeleženci bodo ostali anonimni. Vse informacije, ki jih boste zagotovili, bodo uporabljene izključno v namen te raziskave, saj fakulteta sledi strogi univerzitetni etiki raziskovanja. Vaš prispevek k tej raziskavi je zelo dragocen in potencialna majhnost vašega podjetja ni ovira. Informacije, ki jih boste zagotovili, bodo okrepile razumevanje okoljskega upravljanja in izvajanja okoljskih praks v primeru posebnih nastanitev v Sloveniji. Hvala že v naprej za vaše sodelovanje. Če potrebujete kakršne koli dodatne informacije o tej raziskavi, ali ste zainteresirani za rezultate, se obrnite na katero od spodaj navedenih oseb.

Mentor
red. prof. dr. Tanja Mihalič

Študent
Kwaw Koi Thompson

Služba za posebne podiplomske študijske programe
Jožica Merljak prof.

Appendix D – Research Questionnaire (Slovene Version)

Prosimo vas, da vrnete izpolnjen vprašalnik v kuverto, ki je podana k temu vprašalniku.
Vprašalnik

ODDELEK A – INFORMACIJE O OZADJU PRENOČIŠČA

Pri naslednjem poglavju vas prosimo za nekaj informacij o delovanju vašega prenočišča.

1. Kakšne vrste prenočišč ponujate?	□ Postelja in zajtrk □ Turistična-kmetija □ Zasebne sobe □ Planinski domovi in koče □ Zidanice □ Hostli □ Kampi □ Kabine □ Tematske nastanitve □ Drugo (navedite) ……
2. Koliko let že deluje vaše prenočišče?	□5 ali manj □6-10 □11-16 □Več kot 16
3. Je prenočišče del družinskega podjetja?	□ Ja □ Ne
4. Koliko število sob ima vaše prenočišče?	
5. Koliko postelj ima vaše prenočišče?	
6. Katero vrsto storitev ponuja vaše prenočišče?	□ Samostojno □ Postelja in zajtrk □ Prehrana vključena □ Možnost kuhanja □ Drugo (navedite) ……
7. Prosimo, označite vse dodatne dejavnosti, ki so vašim gostom na voljo?	□ Opazovanje ptic □ Sajenje dreves □ Pohodništvo/ Tek □ Plavanje □ Kanu/ Kajak □ Smučanje □Masaža / Tretmaji kože / Spa / Savna □ Tečaj kuhanja □ Jahanje □ Krma domačih živali □ Rent-a-bike □Sprostitev / Branje □ Vodeni ogledi narave □ Drugo (navedi) ……

ODDELEK B – POLITIKA RAVNANJA Z OKOLJEM

Pri naslednjem poglavju vas prosimo za informacije o ravnanju z okoljem vašega prenočišča.

8. Ali poznate sistem ravnanja z okoljem za prenočišča?	□ Ja □ Ne				
9. Ali imate kakršne koli okoljske politike upravljanja v mestu?	□ Ja □ Ne (Nadaljujte na vprašanje 17)				
10. Katera od naslednjih je poudarjena v vaši okoljski politiki? (Označite vse, če je primerno)	□ Voda za ohranjanje in upravljanje □ Minimizacija odpadkov □ Učinkovita raba energije □ Zmanjšaj, ponovno uporabi, recikliraj □ Nakup pri lokalnih dobaviteljih □ Izobraževanje gostov hotela o okoljski politiki				
11. Glavni razlogi za sprejetje ekološkega managementa za vaša prenočišča so? (Prosimo, označite eno okence za vsako izjavo)	Se močno strinjam	Strinjam	Niti se strinjam niti se ne strinjam	Ne strinjam se	Se močno ne strinjam
Prihranki pri stroških					
Pritiski/ povpraševanje od gostov					
Biti v koraku s konkurenco					
Vladne obveznosti/Uredbe					
Boljše ravnanje z okoljem					
V skladu z okoljsko zakonodajo					
Osebna skrb za okolje					
12. Ali nameravate zaprositi za eko certifikat?	□Ja -----→ Vprašanje 13 □Ne ----→ Vprašanje 14				
13. Če DA, za katere od naslednjih nameravate zaprositi?	□EU Eco-Flower □ISO-14001 □Green Globe □Drugo (navedite)……..				
14. Če NE, kaj so glavni razlogi, zakaj ne boste zaprosili za dovoljenje naslednji?	Se močno strinjam	Strinjam	Niti se strinjam niti se ne strinjam	Ne strinjam se	Se močno ne strinjam
Stroški uporabe					
Potreben čas					
Certificiranje ni potrebno					
Ni visoka prioriteta za moje podjetje					
Ne vem dovolj o eko-certifikaciji					
Ni razloga					
15. Kot del svoje okoljske politike upravljanja, ali izvajate redne okoljske revizije vašega podjetja?	□ Ja, jaz redno sam izvajam okoljske revizije □ Ja, imam zunanjega izvajalca za redno izvajanje okoljske revizije □ Ne, ne izvajam okoljske revizije				
16. Če nimate okoljske politike upravljanja, ali nameravate to začeti v naslednjih 2 letih?	□Ja □Ne				
17. Ali obstaja razlog, zakaj nimate okoljske politike upravljanja?	Se močno strinjam	Strinjam	Niti se strinjam niti se ne strinjam	Ne strinjam se	Se močno ne strinjam
Čas					
Pomanjkanje znanja in informacij					
Pomanjkanje zanimanja					
Pomanjkanje virov					
Pomanjkanje infrastructure					
Ekološki management ni koristen za moje podjetje					
18. Ali sledite kakšnemu turizmu kot kodeksu vodenja	□Ja (navedite)……...				

ali kodeksu prakse za vaše delovanje?	□Ne

ODDELEK C: Sedanje in prihodnje tehnologije za ekološki management

19. Katere od naslednjih okolju najboljših praks se izvajajo ali se nameravajo izvajati v vašem podjetju?

Tehnologija	Ja	Ne	NAMERAVATE	Komentar
Upravljanje z vodami				
Dvojni splakovalniki stranišč				
Nizki pretoki prh				
Program večkratne uporabe brisač				
Program uporabe posteljnine več dni				
Rezervoarji za zbiranje deževnice				
Pipe s prezračevalnikoma				
Solarni sistem za toplo vodo				
Kapalni sistem za namakanje vrta				
Drugo (navedite in komentiraje v stolpcu)				
Management energije				
Sončni kolektorji				
Toplotna črpalka za zrak in vodo				
Hidroelektrika				
Energijsko varčne žarnice				
Uporabljate dizelsko gorivo ali mešanico etanola				
Uporaba stropnih ventilatorjev in ne klimatskih naprav				
Drugo (navedite in komentirajte v stolpcu)				
Ravnanje z odpadki				
Ločeni odpadki za recikliranje				
Kompost organske snovi				
Nakup blaga v večini, kjer je mogoče				
Nakup izdelkov v recikliranih embalažah				
Aktivno uporabljanje slogana: "Zmanjšaj, ponovno uporabi, recikliraj"				
Drugo (navedite in komentirajte v stolpcu)				
Druge dobre ekološke prakse				
Nakup lokalnih proizvodov in storitev				
Pridelati lastno sadje in zelenjavo za osebno potrošnjo in za goste (Turistične kmetije)				
Ekološko vrtnarjenje				
Izobraževanje gostov o trajnostni praksi in ohranjanju				
Spodbujanje gostov o ohranjanju in dejavnostih, kot je aktivnost zasaditev dreves				
Zaposlovanje lokalnega prebivalstva v katerem koli vidiku vašega podjetja				
Dobava zbirno reciklažnih kontejnerjev v prenočišča				
Uporaba bioloških čistil kot so npr. kis, soda bikarbona				
Ekološka praksa prikazana v prostorih prenočišč				
Drugo (navedite in komentirajte v stolpcu)				

ODDELEK D – INFORMACIJE OZADJA LASTNIKA / UPRAVLJALCA

Ta del zahteva nekaj osnovnih informacij o vas.

20. Kakšna je vaša vloga v podjetju?	□ Lastnik □ Manager □ Lastnik/ Operater □ Hišnik □Drugo (navedite)…….
21. Stopnja izobrazbe?	□ Osnovnošolska izobrazba □ Nižje poklicna izobrazba □ Srednje poklicna izobrazba □ Gimnazijsko, srednje poklicno-tehniško izobraževanje, srednje tehniško oz. drugo strokovno izobraževanje □ Višje strokovno izobraževanje □ Visoko strokovno izobraževanje, univerzitetno dodiplomsko izobraževanje, magisterij □ Doktorat □Drugo (navedite)……..
22. Katerega spola ste?	□Moški □ Ženska
23. Je vaše prenočišče član kakšnega združenja ekološkega managementa?	□ Ja (navedite) ……... □ Ne
24. Ali podpirate kakšne lokalne ali nacionalne pobude ekološkega mangementa?	□ Ja (navedite)……... □ Ne
25. Prosimo, da ocenite vaše zadovoljstvo s trenutnimi ekološkimi praksami?	□ Zelo zadovoljni □ Nekako zadovoljni □Nevtralni □ Nekako nezadovoljni □ Zelo nezadovoljni

Ali obstajajo kakršne koli dodatne pripombe, katere bi radi omenili?

……

Zahvaljujemo se vam, ker ste si vzeli čas za sodelovanje v raziskavi.

Appendix E – SPSS Multiple Response Tables

$EMS Frequencies

		Responses		Percent of Cases
		N	Percent	
Practices highlighted in EMS[a]	Water Conservation and Management	8	24,2%	80,0%
	Waste Minimization	7	21,2%	70,0%
	Efficient Use of Energy	8	24,2%	80,0%
	Reduce, Reuse, Recycle	2	6,1%	20,0%
	Purchase from Local Suppliers	8	24,2%	80,0%
Total		33	100,0%	330,0%

a. Dichotomy group tabulated at value 1.

$WaterManagementTechniques Frequencies

		Responses		Percent of Cases
		N	Percent	
Current & Future Environ. good practices[a]	Dual flush toilets	4	8,9%	28,6%
	Low flow shower heads	7	15,6%	50,0%
	Towel reuse program	12	26,7%	85,7%
	Linen reuse program	13	28,9%	92,9%
	Rainwater collection tanks	5	11,1%	35,7%
	Solar hot water system	3	6,7%	21,4%
	Drip system for garden irrigation	1	2,2%	7,1%
Total		45	100,0%	321,4%

a. Dichotomy group tabulated at value 1.

$EnergyManagementTechniques Frequencies

		Responses		Percent of Cases
		N	Percent	
Current & Future Environ. good practices[a]	Solar Panels	2	7,1%	15,4%
	Heat and water Generator	5	17,9%	38,5%
	Energy efficient light bulbs	12	42,9%	92,3%
	Use diesel or ethanol blend fuel	7	25,0%	53,8%
	Use ceiling fans only and not air-conditions	2	7,1%	15,4%
Total		28	100,0%	215,4%

a. Dichotomy group tabulated at value 1.

How many years has your accommodation been operating?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 or less	4	26,7	26,7	26,7
	6-10	3	20,0	20,0	46,7
	11-16	4	26,7	26,7	73,3
	More Than 16	4	26,7	26,7	100,0
	Total	15	100,0	100,0	

What is the number of rooms does your accommodation have?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6,7	6,7	6,7
1	2	13,3	13,3	20,0
11	1	6,7	6,7	26,7
2	2	13,3	13,3	40,0
21	1	6,7	6,7	46,7
3	3	20,0	20,0	66,7
4	1	6,7	6,7	73,3
5	3	20,0	20,0	93,3
8	1	6,7	6,7	100,0
Total	15	100,0	100,0	

$WasteManagementTechniques Frequencies

		Responses		Percent of Cases
		N	Percent	
Current & Future Environ. good practices[a]	Separate recyclable waste	13	22,0%	86,7%
	Compost organic matter	13	22,0%	86,7%
	Purchase goods in bulk where possible	11	18,6%	73,3%
	Purchase goods in recyclable packaging	10	16,9%	66,7%
	Actively practice the slogan: "Reduce, Reuse, Recycle"	12	20,3%	80,0%
Total		59	100,0%	393,3%

a. Dichotomy group tabulated at value 1.

Is the accommodation operation a family business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	9	60,0	60,0	60,0
	NO	6	40,0	40,0	100,0
	Total	15	100,0	100,0	

What type of accommodation is your operation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bed & Breakfast	3	20,0	20,0	20,0
	Tourist Farm	7	46,7	46,7	66,7
	Private Rooms	1	6,7	6,7	73,3
	Mountain lodges and cabins	2	13,3	13,3	86,7
	Other (Please Specify)	2	13,3	13,3	100,0
	Total	15	100,0	100,0	

$Typeofservice Frequencies

		Responses		Percent of Cases
		N	Percent	
Type of service offered by accommodation[a]	Self-contained	1	25,0%	100,0%
	Bed & Breakfast	1	25,0%	100,0%
	Meals included	1	25,0%	100,0%
	Share cooking facilities	1	25,0%	100,0%
Total		4	100,0%	400,0%

a. Dichotomy group tabulated at value 1.

$OtherGoodEnvironmentalTechniques Frequencies

		Responses		Percent of Cases
		N	Percent	
Current & Future Environ. good practices[a]	Purchase local goods and services	14	17,3%	93,3%
	Grow own fruit & vegetables for personal and guest consumption (Tourist Farms)	12	14,8%	80,0%
	Practice organic gardening	13	16,0%	86,7%
	Educate guests about conservation & sustainable practices	9	11,1%	60,0%
	Encourage guests in conservation and activities like Tree planting implementations	5	6,2%	33,3%
	Employ local residents in any aspect of your business	7	8,6%	46,7%
	Supply recycle collection bins in guest accommodation	4	4,9%	26,7%
	Use non-chemical cleaning products e.g. vinegar, bi-carb soda.	11	13,6%	73,3%
	Environmental Practice Sign displayed in the accommodation	6	7,4%	40,0%
Total		81	100,0%	540,0%

a. Dichotomy group tabulated at value 1.

$allextraactivities Frequencies

		Responses		Percent of Cases
		N	Percent	
All extra activities offered to guest[a]	Bird watching	6	8,2%	42,9%
	Tree planting	3	4,1%	21,4%
	Hiking	13	17,8%	92,9%
	Swimming	5	6,8%	35,7%
	Canoeing/ Kayaking	2	2,7%	14,3%
	Skiing	7	9,6%	50,0%
	Massage/ Skin treatments/ Spa/ Sauna	3	4,1%	21,4%
	Cookery	2	2,7%	14,3%
	Horse riding	4	5,5%	28,6%
	Farm animal feeding	7	9,6%	50,0%
	Rent-a-bike	5	6,8%	35,7%
	Relaxation/ reading	10	13,7%	71,4%
	Guided nature tours	6	8,2%	42,9%
Total		73	100,0%	521,4%

a. Dichotomy group tabulated at value 1.

$ReasonsforEMS Frequencies

		Responses		Percent of Cases
		N	Percent	
main reasons for adopting EMS[a]	Cost savings	3	15,8%	50,0%
	Need to keep up with Competition	2	10,5%	33,3%
	Government Required/Regulation	1	5,3%	16,7%
	Better environmental management	5	26,3%	83,3%
	Comply with environmental legislation	2	10,5%	33,3%
	Personal concern for the environment	6	31,6%	100,0%
Total		19	100,0%	316,7%

a. Dichotomy group tabulated at value 1.

$Barriersofecocertificate Frequencies

		Responses		Percent of Cases
		N	Percent	
Barriers to eco-certificate application[a]	Cost of application	1	16,7%	33,3%
	Certification is not necessary	2	33,3%	66,7%
	Not a high priority for my business	1	16,7%	33,3%
	No reason	2	33,3%	66,7%
Total		6	100,0%	200,0%

a. Dichotomy group tabulated at value 1.