

CONSUMERS, AGENCIES, AND THE QUEST FOR COMMON GROUND

- *A case study of communication and sustainability in the Danish travel industry*

Forbrugere, bureauer og jagten på en fælles tilgang
- *Et casestudie af kommunikation og bæredygtighed i den danske rejsebranche*

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ABSTRACT

Begrebet 'bæredygtighed' stormer frem både i Danmark og resten af verden. Vi køber økologiske råvarer, børster tænder med bambus og minder hinanden om, at vi skal minimere vores vandforbrug som aldrig før. Bæredygtighedstendensen ses også hos virksomheder, der publicerer CSR rapporter i flæng, monterer vandsparere på hanerne og køber aluminiumsflasker til deres medarbejdere, så de kan lade plastikflaskerne ligge derhjemme. Men selvom både forbrugere og virksomheder gør sit for at efterlade planeten en smule bedre til den næste generation, vokser træerne ikke ind i himlen. De bæredygtige forbrugere og efterspørgslen på bæredygtighed lader vente på sig i rejsebranchen. Undersøgelser viser, at danskerne er parate til at ændre deres vaner og adfærd til fordel for miljøet, men alligevel flyver vi mere end vi nogensinde har gjort før. 2019 var et rekordår for danske lufthavne og luftfartsselskaber, hvor antallet af passagerer var skyhøjt. Danskerne tager altså ikke deres gode intentioner med ind i deres adfærd, når det kommer til at rejse. Formålet med denne afhandling var derfor at undersøge hvordan og hvorfor rejseselskaber kommunikerer om bæredygtighed til forbrugerne, samt hvilke forhindringer og muligheder der gør sig gældende for at forbrugerne, samfundet og rejsebranchen kan opnå en fælles forståelse i jagten på en mere bæredygtig tilgang til det at rejse.

For at undersøge dette problem, blev der foretaget en kvalitativ indholdsanalyse af 14 forskellige danske rejsebureauers bæredygtigheds kommunikation, samt 50 forskellige artikler fra danske nyhedsmedier. Disse analyser havde til formål at identificere hvordan rejsebureauer og medier kommunikerer om bæredygtighed i forhold til rejser. Derudover blev der, med udgangspunkt i egen spørgeskemaundersøgelse, lavet en forbrugeranalyse, der havde til formål at kortlægge forbrugernes adfærd og holdninger til bæredygtighed i forbindelse med rejser. De tre ovenstående analyser blev herefter yderligere kvalificeret ved hjælp af gældende teori på området. Afhandlingen har fundet, at en manglende fælles forståelse af begrebet bæredygtighed i sig selv, mellem forbrugere og rejsebureauer, er den største forhindring på vejen til en mere bæredygtig tilgang til at rejse. Det, som rejsebureauerne selv mener, at de primært kan kommunikere om på en troværdig måde, er social bæredygtighed. Det er her, de kan sætte ind. Men forbrugerne associerer slet ikke begrebet bæredygtighed med et socialt aspekt. Hertil kommer en del forbrugerforvirring, en grundlæggende manglende tillid til rejsebranchen, og en medieverden, der påvirker forbrugerne i en retning, der er så godt som modsatrettet af rejsebureauernes kommunikation.

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INTRODUCTION AND PROBLEM AREA

If any person goes on Google and searches the phrase ‘what does sustainability mean?’, they will get approximately two billion hits in about .91 seconds. The first answer that pops up in the results is a pinned excerpt from the website of McGill university which reads ‘*Sustainability means meeting our own needs without compromising the ability of future generations to meet their own needs.*’ (n.d.). This may seem like an abstract answer to a quite simple question, but the ambiguity of the sentence and answer may also be a token of the complexity that surrounds the concept of sustainability.

According to Google Trends, the Google searches for ‘bæredygtighed’ (sustainability) in Denmark has never been higher than it was in 2020 (‘Bæredygtighed’, Google Trends, 2021). During the past 15 years, the term of sustainability has unquestionably been of increasing interest, as the search for the term peaked at 100 points in 2020, while in 2006, the search peaked at 22 points (‘Bæredygtighed’, Google Trends, 2021). Even though the data from Google Trends is the result of Denmark only, there is little doubt that the interest can be seen in all aspects of the world and society. Businesses publish CSR reports and launch sustainable initiatives as if there was no tomorrow. Politicians, NGOs, and trade organizations come up with legislations, certifications, and demands that are meant to benefit the environment, the residents, and the planet Earth as a whole. And consumers buy toothbrushes made from bamboo, take public transport instead of going by car, eat meat free dinners, and use sunscreen that is specifically invented to protect coral reefs. All in an attempt to do their part and leave the world just a tad better for future generations. Or at the very least the same.

During this past year, there has been an increase in focus on the traveling industry. After the entire world shut down in March 2020, there has been a significant decrease in traveling, and the tourism industry has undoubtedly taken a blow (UNWTO, 2020). Traveling came to a halt, and stories started going viral about ducks seen wandering the streets of Milan, geese in Catania, and fish in Venice, who are swimming in the clearest water seen in ages. This entailed some questions and debates about the perceived negative impact that tourism has on the world, as people started questioning their own travel habits and their impact on the environment.

The problem area

According to Sustainable Travel International, worldwide tourism is responsible for roughly 8% of the world’s carbon emissions, with the 8% being divided between transportation, lodging, agriculture,

food and beverage and much more (2018). Whether 8% is a little or a lot is up to each individual to decide, but just as is the case for everyone else, the tourism industry, that be the travel agencies, the aviation companies, or the tourists themselves, are generally likewise responsible for the well-being of our planet. In fact, a report by Vesterbæk, Preus & Logo-Kofoed (2019) on the Danes' view upon climate and sustainability shows that 95% of the respondents already have or are willing to change their behavior out of pure concern for the environment. Conversely, that same year, in 2019, the number of travelers from Danish airports was record breaking. Billund Airport has more travelers than ever before, and SAS experienced their busiest June in history (Lerche Kristensen, 2019). While the sheer number of passengers on airplanes are not necessarily directly comparable to the number of tourists, it arguably provides a good picture of how, despite of the Danes' willingness to change their habits, they still contribute to an industry that account for 8% of worldwide carbon emissions.

But changing one's habits for the better for the sake of the environment does also not necessarily mean to stop traveling altogether. Several travel agencies have spent the past years putting an increasing amount of emphasis and focus on becoming sustainable. They, like any other industry, work on green initiatives, creating less carbon emissions, supporting the local community at the destinations, getting the green rubber-stamps, and fitting themselves into the box of sustainability. Some even offer specifically sustainable travel options.

However, even though the Danish people show a great interest for sustainability, and likewise a willingness to change their behaviors accordingly, the travel industry does not feel the interest in sustainability from the consumers. According to Jakob Hahn from Danmarks Rejsebureau Forening, several surveys have been made on whether consumers are willing to pay more to travel sustainable (Lykke Hansen, 2017). The answer has been a loud and positive 'yes', but does nowhere near reflect reality, as no one actually utilizes the opportunities available for sustainable travel (Lykke Hansen, 2019). Matthias Beyer, Managing Director at the sustainable consulting firm GmbH, presents the same problem, as he states that while consumers are generally aware of the term sustainable tourism, there is a gap between their awareness, their stance, and their actual buying behavior (Hope, 2017). Thus, this thesis seeks to answer the following problem statement:

How and why do travel agencies communicate sustainability to their target group? And what are the obstacles and opportunities for consumers, society, and the travel industry to reach common ground in the quest for a more sustainable approach to traveling?

STRUCTURE OF THIS THESIS



DELIMITATIONS AND SCOPE

Sustainability communication rather than CSR communication

The pivotal point of this thesis is sustainability and the communication around sustainability. From a topical perspective, it was decided to eliminate any circumstances related to Corporate Social Responsibility (CSR). This decision was made as CSR concerns the collaboration with a business' stakeholders to integrate social, environmental, ethical human rights, and consumer concerns into the core business operations and strategy. On the other hand, sustainability communication is related to the specific product, which in this case is traveling. This thesis is concerned with the sustainability communication between travel agencies and consumers and seeing as CSR communication is happening on the corporate level, where sustainability communication is happening on a consumer level, sustainability communication was found to be the relevant topic for research.

Focus on Denmark with international relevance

The decision has been made for this thesis to focus on the travel industry in Denmark, rather than to have an international focus. This means that the analyses and reports being used, as well as the travel agencies chosen, the survey conducted, and the people who are being interviewed for this thesis are all Danish. However, the problem area identified by this thesis has proven to be not only true for Denmark, but also for other parts of the world, as it is evident how representatives from both USA, Greece, Costa Rica, and Germany have likewise pinpointed the lack in demand for sustainable travels from consumers (Tölkes, 2020; Sustainability Leaders Project, 2017). Therefore, this thesis seeks to shed light on a larger international issue by taking its starting point in Denmark, with the Danish market, Danish consumers, Danish experts, and the Danish travel agencies, which have then all been translated into English in order to ensure international accessibility.

METHODOLOGY AND THEORY OF SCIENCE

The purpose of this thesis is to shed light on the problem field, which was identified as an area where there is virtually no demand for sustainability when it comes to traveling and travel agencies, despite consumers' generally increasing interest in sustainability. In carrying out this study, the aim was to contribute to a field where, as of now, there has been done virtually no research, let alone found any solutions, for the gap between the consumers and the agencies. The final objective was to figure out how the consumers and travel agencies can reach common ground by attempting to understand the consumers' point of view, as well as mapping out and interpreting the communication from the agencies and the news media. This was done by conducting four different analyses:

- A consumer analysis
- A content analysis of the agencies' communication around sustainability
- A content analysis of the Danish news media's communication around sustainability
- A section that further analyses the results found in the three analyses above

Hermeneutics

In order to conduct this study, and by taking a starting point in hermeneutics, a number of different methods and theories have been applied. First of all, Egholm (2014) describes hermeneutics as, "... hermeneutics aims to account for how individuals perceive certain phenomena and events on the basis of a perspective rooted in a specific place and a specific time." (p. 88, ll. 9-11). In this thesis, these personal perceptions and perspectives came from both consumers, travel agencies, and experts in the field. By examining the different perceptions, perspectives, and communication tools, a higher understanding of the 'why'-s and the 'what does it take'-s was obtained, as both sides of the case were analyzed, interpreted, and taken into account.

As this thesis take a standing point in analyzing the opportunities and obstacles in reaching common ground between the consumers and agencies from a hermeneutic viewpoint, the following section will seek to present the ground principles and theoretical perspectives relating to the hermeneutic approach. Firstly, hermeneutics differs quite radically from positivism as the purpose with hermeneutics is to interpret rather than just turn to explain. Generally, "hermeneutics interprets texts,

speech or signs in order to analyze the meaning and significance concealed in them.” (Egholm, 2014, p. 98, l. 31).

Moreover, the founding fathers of the hermeneutic approach encompass a number of prominent philosophers. The hermeneutic approach takes a starting point in the 19th century with the German philosopher Friedrich Schleiermacher, who takes a very methodological approach to hermeneutics by focusing on rules and methods for interpretation (Brier, 2017). Schleiermacher is also of the belief that “hermeneutics is a universal human condition that is applied constantly” (Egholm, 2014, p. 90, l. 32). The perspective of Schleiermacher was later on further developed and accompanied by Wilhelm Dilthey by bringing the perspective into a more historical context (Egholm, 2014).

In the 20th century, hermeneutics gained an even broader reach where the two philosophers Martin Heidegger and Hans-Georg Gadamer continued to expand the idea of the hermeneutic circle, which broadly relates to one’s experiences. More specifically, one must be able to understand the whole perspective in order to be able to understand its individual parts, and vice versa. And it is exactly this idea in which is generalized when the philosophers contend that understanding and preconception presuppose each other (Brier, 2017). Thus, the basic groundwork of hermeneutics encompasses how one cannot interpret things without having one’s own interpretation included, or at least an awareness of it (Brier, 2017). Thus, according to Egholm (2014) the ontological basis for hermeneutics is based on a realistic viewpoint, simply because all the meanings and opinions that are to be studied exist in real life.

Moreover, Egholm (2014) emphasizes how we as humans will always have preconceptions and our own prejudices when entering a new field of research and this bring an advantage as we are thus able to facilitate a greater and broader interpretation of the phenomena we are to study. Hence, our epistemology is stated to be based on interpretation. In other words, we have a horizon of understanding, which is based on our upbringing in a certain culture which is always undergoing change and leads us back to the concept of the hermeneutic circle. The horizon of the interpreter simply merges with the horizon of the studied phenomenon which results in fusion of horizons (Brier, 2017). In other words, “horizons have been fused and we have moved our preconceptions sufficiently to understand the phenomenon being studied.” (Egholm, 2014).

Furthermore, from a hermeneutic viewpoint, the individual is considered to be intentional. This is based on the idea that the individual always has an intention with one’s actions. Additionally, since interpretation always take place in time specific and space specific contexts, the meanings and

opinions in which the individual attach to the phenomena are considered to be contextual; depending on the context of where it occurs (Egholm, 2014).

Lastly, in terms of methodology, hermeneutics encompasses an attitude of being aware of what one chooses to bring into the field of research. Thus, the hermeneutic interpretation is different from the phenomenological one, as there are always preconditions for and continuations of what occurs in front of us (Brier, 2017). With this hermeneutic approach in mind, this method section will continue by explaining how the study was carried out.

Data collection

The primary data obtained to conduct this study came from semi structured interviews with selected agencies, interviews with selected experts, and a questionnaire for the consumers. The secondary data came in the form of reports and studies carried out by trade organizations, tourist organizations, analysis- and consultancy firms, and market research companies, as well as the websites of travel agencies, and articles from Danish news media.

Primary data	Secondary data
Interviews with travel agencies	VisitDenmark reports
Interviews with experts	Landbrug & Fødevarer report
Questionnaire survey with consumers	Epinion report Articles from Danish news media Megafon report Pages on the websites of travel agencies

Table 1 – Primary and secondary data

Primary data

Interview data

In this thesis, semi-structured interviews were carried out with selected travel companies and experts. The purpose of using semi-structured interviews in the study was to obtain knowledge and perspectives from the actors involved in the case. This thesis thus decided to conduct semi-structured interviews with carefully selected interviewees in order to shed light on the subject of sustainability in the travel industry. Two different types of interviews were conducted; interviews with selected travel agencies who are believed that they together largely represent the travel industry, and interviews with experts who have obtained knowledge within the field of sustainability and travel and tourism through their work. The interviewees each represent an entity from which some information is wanted.

The semi structured interview

According to Brinkmann & Kvale (2015), a semi-structured interview attempts to understand themes of the lived everyday world from the subjects' own experiences. The semi-structured interview comes close to an everyday conversation, but as a professional interview, it has a purpose and involves a specific approach and technique; it is, as the name reveals, semi-structured meaning that it is neither an open everyday conversation nor a closed questionnaire (Brinkmann & Kvale, 2015) with respect to interpretation of the meaning of the described phenomena. This kind of interview was chosen as it seeks to obtain descriptions of the interviewees' own lived worlds, which in this case was the interviewees' experience in the travel industry or within sustainability, either as an employee or owner of a travel agency, or as an expert in the field. Thus, the interviewees were therefore able to provide the thesis with the knowledge needed for interpretation and analysis of the problem area. By using the semi structured interview, the participants were given the opportunity to, in their own words, explain the doings and opinions of the company they were representing, as well as their knowledge as experts, while the conversation was still controlled by the themes required to obtain the needed knowledge.

Selection of interviewees

Travel agencies

According to Danske Rejsebureauer, there are more than 350 travel agencies in Denmark (Danske Rejsebureauer, n.d.), so naturally the selection process for the interviewees was quite extensive. As the purpose of the interviews with the travel agencies was to obtain knowledge from the agencies on

the thought process behind generally working with sustainability, as well as communicating sustainability to the consumers, the primary goal was to find agencies who have in one way or another taken a stance on sustainability and the communication of it. Therefore, as it, due to the scope of the thesis, was not possible to interview all 350 travel agencies in Denmark, choosing a selection of both big and small agencies, who communicate either a lot or a little about sustainability was a clear priority, so that the underlying data moving forward was as representative for the entire industry as possible. Thus, the decision was made to interview representatives from TUI, Apollo, Bravo Tours, Grøn Rejs and Kipling Travel. As this thesis was interested in examining both how and why the Danish travel agencies communicate sustainability, these interviewed agencies were also included in the communication content analysis conducted, as it would ensure a higher degree of consistency in the analysis of the communication. The further agency selection for the content analysis will be elaborated later on.

Travel agency	Representative
TUI	Mikkel Hansen, Communications Manager
Apollo	Glenn Bisgaard, Communications Manager
Bravo Tours	Peder Hornshøj, CEO
Grøn Rejs	Jacob Skov, CEO
Kipling Travel	Lars Gundersen, CEO

Table 2 - Travel agencies and representatives chosen for interviews

Experts

While the travel agencies were chosen on a basis of their engagement in, and communication around sustainability, the experts were chosen based on their knowledge and credentials on the subject and the industry. The first expert chosen for this study was sustainable tourism consultant, Niels Riis, who was able to contribute to the subject by shedding light on the interplay between consumers and agencies, as well as the entire world that revolves around certifications and sustainability in general in the travel industry. Niels Riis' extensive knowledge comes from his broad experience of working several years within the travel industry by focusing on implementing sustainable tourism within different companies. These include working for organizations and companies like the EU, UNDP and the World Bank, Green Key, Green Globe, and Travelife (WST, n.d.) Furthermore, Peter Rasmussen, Partner and Co-Founder of the travel agency Silver Tray was also chosen as an interviewee. However,

the interest was not in Peter Rasmussen's company, but in the fact that he has been in the travel industry for almost 30 years, and he made the change from being in British Airways, to working with trains instead. He was thus able to contribute to the study with a perspective on consumer needs and wants, as well as the communication from travel agencies.

Expert	Credentials
Niels Riis Jensen	Sustainability consultant
Peter Rasmussen	Travel industry professional

Table 3 - Experts chosen for interviews and credentials

Focus and structure of the interviews

The conducted interviews all began with a brief on the interview. This included a short presentation of the thesis group and the case, the time frame of the interview, the fact that the interview was going to be recorded, and the division of the roles as to who was going to be asking the questions. Likewise, when the interview was finished, a debrief was done where the subject was informed on their rights concerning deletion of the interview when the thesis is finished, how their name and title will appear in the thesis, possible confidentiality if they do not wish to appear by name, as well as their right to read through the sections of the thesis in which their quotes will be used. The brief and debrief were put in place in order to make the subject aware of the circumstances surrounding the interview, so they are clear on any expectations.

In between the brief and the debrief, the actual interviews were conducted. The interviews were particularly focused around some specific themes which were the center of the interview. Because different opinions and different knowledge were wanted from the agencies and the experts respectively, the themes and interview guides were different depending on which type of interview was being conducted. However, within the different types of interviews, the questions asked were the same in order to ensure proper preconditions for further data analysis. For this reason, all agencies were interviewed from the same interview guide, and the experts were likewise asked roughly the same questions. Thus, as the knowledge that was expected from the interviewees was also different, two different interview guides were created and used, which covered somewhat different themes (Appendix C; Appendix D). The two types of interviews covered the following themes respectively:

Agency interview	Expert interview
Sustainability in the company	Sustainability in the market
Communicating sustainability	Communication around sustainability
Sustainability for your customers	Sustainability and the consumers
Sustainability on the market in which the company is operating	Certifications

Table 4 – Themes used in interview guides for agencies and experts

The themes were carefully selected by looking at the premises surrounding the thesis and the research question, and within each theme, several questions were prepared. By having specific themes, the interviews were kept in line, and going off topic was avoided, which benefitted both the interviewees, the interviewers, and the study. Furthermore, beneath each theme, a series of more precisely scripted questions were prepared. This was done in order to ensure that the specific information wanted was obtained, and that nothing was forgotten. However, in order to keep the conversation as free flowing as possible, so that the subjects felt the permission to speak off topic as well, and thereby possibly bring some new information which had not been thought of prior to the interview, the specific questions were occasionally moderated as the interviews went on in order to fit the situation throughout the interviews.

Even though the interviews were aiming at leading the subject towards the themes described above, Brinkmann and Kvæle (2018) note that one must be aware of refraining from subconsciously leading the subject towards specific opinions. The pure experience and life world of the interviewee is wanted, not the opinions and presuppositions of the interviewer. For this reason, the interview guide was reviewed several times, as to make sure that the questions were as objective and curious as possible, and largely free from the presuppositions of the interviewer, or that these presuppositions were at least considered.

Interview language

Despite the fact that this thesis is written in English, the interviews were all conducted in Danish. The study takes its starting point in the Danish travel industry, and therefore the interviewees came from Danish travel agencies, or were Danish experts on the subject. All the interviewees were native speaking Danes, so asking them to explain complex mechanisms and structures in another language

would likely result in some degree of information being lost, or a decision to omit some information because conveying it in English would be harder or more complicated than necessary. Therefore, it was decided to conduct all interviews in Danish.

Questionnaire data

In addition to the qualitative interviews conducted with the travel agencies, it was likewise decided to carry out a questionnaire survey, in order to obtain data which provides the study with the consumers' point of view. The primary focus of the survey was to obtain the consumers' general opinion on sustainability, as well as their thoughts regarding sustainability and communication of sustainability in the travel industry. A questionnaire was decided upon, as a wider and more superficial knowledge of the consumers' opinions, thoughts, and feelings on the subject was wanted. Just as when writing the questions for the semi-structured interviews, the presupposition of the researchers came into play when writing the questions for the questionnaire survey as well. Naturally, there was a pre-existing idea of the consumers' opinions, which meant that the questions for the questionnaire survey were reviewed numerous times in order to ensure that the questions were as objective as possible, as to not impose ideas, presuppositions, and opinions of the researchers on the subjects.

Subjects of interest

As this study sought to illuminate the mechanisms surrounding the general consumer's attitude towards sustainability and traveling, the subject of the survey was the general population, regardless of age, gender, and level of education. For this same reason, a questionnaire survey was believed to be the most relevant and fitting method. Because the questionnaire survey was constructed in such a way that anyone had access to it, the questionnaire survey had the potential to provide the thesis with a holistic picture of the opinion and perspectives of the entire consumer base. According to Preston (2009) a questionnaire survey will only serve as being effective when the respondents possess knowledge regarding the topic. Thus, the respondents will only be seen as competent enough to answer as long as they have the knowledge and information required to answer the questions. In this case, as it was the general opinion from the consumers that was wanted, and no specific knowledge or history required, there were no prerequisites to participate in the questionnaire survey whatsoever. The only prerequisite included owning a computer or a smartphone in order to be able to access the questionnaire survey. And of course, have the ability to read. According to Glasow (2005), this means that the language in the survey must be tailored to fit whoever may wish to participate, and therefore

it is crucial to refrain from using longer sentences or technical terms in the questions for the survey, which could have an impact on the understanding of the survey, and therefore potentially exclude some respondents.

The questionnaire survey was distributed through Facebook, as it is an easy-to-access media where people of all ages, genders, and levels of education are represented. Had it been decided to distribute the questionnaire survey on for example LinkedIn, there could potentially be an excess of respondents within a certain demographic. Thus, Facebook was decided upon. As the data gathered from this questionnaire survey was purely opinion-based and contributes to the study as yet another set of data that represents the consumers' thoughts on the subject, rather than the final product, this study determines that data saturation was reached at a sample size of around 200 respondents, which thus was sufficient to represent what was needed.

Secondary data

Reports and internet sources

The secondary data used in this study consist of reports, news media articles, and internet sources from the travel agencies. The reports were collected from the tourist organization VisitDenmark (n.d.), the trade organization Landbrug & Fødevarer (Vesterbæk, Preus & Logo-Kofoed, 2019), and the analysis- and consultancy firm Epinion (2019a, 2019b), and the market research firm Megafon (Lykke Hansen, 2019). This data provided the thesis with a general overview of the area, the consumer needs, and the consumer attitude, which was needed as a basis for both the consumer analysis and the further analysis of the topic. However, these surveys and reports were naturally not tailored to fit the needs of this thesis specifically, which is why the more specific questionnaire survey mentioned above was also conducted.

Furthermore, in order to analyze the communication from the travel agencies, data was collected from the publicly accessible websites of the agencies in the form of any communication surrounding sustainability. Aside from the travel agencies' own media, several articles from Danish newspaper on the subject of sustainability in general, but also with concrete mentions of the specific travel agencies were collected for the analysis. The more specific circumstances surrounding the collection of data from the agencies and news media will be elaborated in the section below.

Analysis method

In order to answer the problem statement above, four different analyses have been conducted. The first analysis is a consumer analysis which had the purpose of analyzing and mapping out the consumers of the travel industry in Denmark. The second analysis is a media content analysis which was done in order to analyze, interpret, and determine how the Danish travel agencies communicate about sustainability on their websites. The third analysis is a media content analysis which focuses on the Danish news media, and how they frame the term sustainability in relation to traveling. The fourth, and final, analysis was conducted in order to analyze and further qualify the findings from the three analyses above. By conducting these four analyses, the aim was to find out which areas the consumers, agencies, and media operate within. By doing so, the goal was to find out if there is a correlation between how the different actors think and communicate about sustainability, and the lack of demand for sustainability from consumers in the travel industry.

Consumer analysis

In conducting the consumer analysis, various sources of data were analyzed with the purpose of mapping out the contemporary understandings of the consumers' attitudes, behaviors, and understandings in relation to sustainability and traveling. As the basis for this consumer analysis consists of an exploration of the consumers' perspectives and behaviors, several sets of data were collected with the purpose of gaining as broad and varied a perspective on the topic as possible.

First of all, the research for this analysis included data from a questionnaire survey designed specifically for this paper. The aim of the survey was to identify the attitudes and behaviors with regards to a number of respondents in relation to sustainability and travel. With perspectives derived from around 200 respondents, the questionnaire survey provided this analysis with a contemporary perspective on the topic in the context of 2021. Aside from the questionnaire survey, an analysis conducted by the trade organization Landbrug & Fødevarer (Vesterbæk, Preus & Logo-Kofoed, 2019) was selected as a significant source in order to generate knowledge on the Danes' priorities and actions in relation to the climate and sustainability. More specifically, the analysis investigated the Danes' opinions and priorities within sustainability, and likewise examined whether the consumers are willing to change their behavior in relation to sustainability as well as addressing which actions they believe have the greatest positive value in relation to the climate, the environment and sustainability.

In addition to these sources, an analysis from Travel Insights, Epinion (October 2019a) has been applied to acquire an insightful view in terms of the Danes' opinions on sustainability and travel. The analysis presented by Epinion (2019a) in October 2019 set out to address the most significant findings presented in a comprehensive report published in May 2019 by Epinion (2019b) named '*Danish Holiday Travel Survey – Yearly analysis that provides you with updated insights to the development in Danes' travel behaviour domestically and abroad*'. The report is based on answers from approximately 3,000 Danish respondents as well as on the mapping of approximately 5,000 vacations during 2018. Based on these numbers, Epinion (2019a) has been able to present a comprehensive analysis that outlines a present picture of the Danes' current travel behaviors, preferences and priorities. Thus, this analysis served as an important source in relation to outlining the foundation of the consumers' attitudes and behaviors regarding sustainability and travels.

Thus, the three abovementioned sources - the questionnaire survey, the analysis from the trade organization Landbrug & Fødevarer (Vesterbæk, Preus & Logo-Kofoed, 2019) and the analysis from Epinion (2019a) – served as the primary sources throughout the consumer analysis. In addition, the primary sources were likewise supported by surveys from the tourist organization VisitDenmark (n.d.), and surveys conducted by the market research firm Megafon (Lykke Hansen, 2019). In order to gain an as broad and varied perspective as possible, the primary data was likewise supported with secondary data being articles derived from the Danish news media.

Qualitative content analysis

The qualitative content analysis was used as the method for both the travel agency communication and the Danish news media communication, but they were naturally conducted as two separate analyses using the analysis software program NVivo.

NVivo software analysis tool

Before turning to present the qualitative content analyses, the software analysis tool, NVivo will first of all be introduced. NVivo is a qualitative data analysis software that helps organizing, analyzing, and visualizing qualitative data. By using NVivo, this thesis obtained a means of understanding and analyzing the communication coming from the travel agencies and the news media respectively, as NVivo made it possible to identify patterns, themes, and frames in the material. In the process of using NVivo, this thesis captured websites from companies and new media, imported them into NVivo, coded for the themes found relevant, and then visualized and explored the connections between these frames by visualizing the frames.

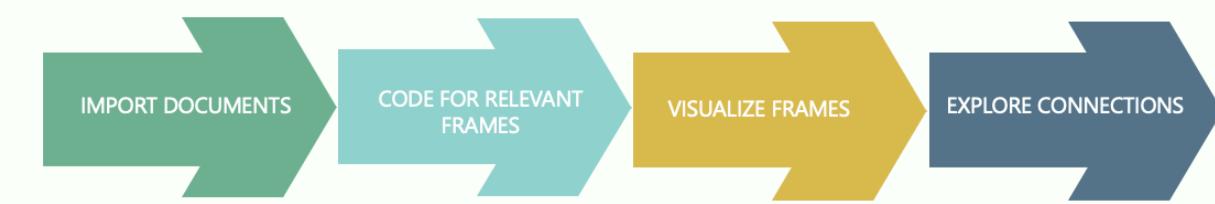


Figure 1 - NVivo coding process visualized

The analyses

The purpose of the qualitative content analyses was to determine how travel agencies and news media in Denmark communicate about sustainability. The main interest for this thesis does not lie within whether they do, or how much they speak about sustainability on their website or in articles respectively, but rather in what way they communicate about it, and which main themes and subjects are primarily communicated about within the realm of sustainability. In order to conduct these analyses, it was therefore decided to carry out a qualitative content analysis, as this research method makes it possible to determine the themes and frames used by the agencies and media when they communicate about sustainability. In a qualitative content analysis, the focus is on extracting meaning that cannot be read when solely focusing on the formal aspects (Hsieh & Shannon, 2005; in Zuihof, 2013). As the aim for these analyses was to determine how agencies and media communicate about sustainability and which themes, they primarily put emphasis on, the analysis requires a degree of interpretation and extraction of meaning that the quantitative content analysis does not offer, as that type of analysis concerns solely the frequency of terms. Thus, the aim for this analysis was not to count the number of times that single words such as ‘plastic’ or ‘CO₂’ was used, but rather the context within these terms were used, and code for larger themes or frames, in order to identify the correlations and patterns in how the concept of sustainability was communicated as well as the frequency of these correlations and patterns.

Everyone will likely interpret texts differently, which means that there will be a degree of subjectivity to this type of analysis. This also means that awareness of the analyst’s presupposition is important here as well, so that the coding does not rely solely on what the analyst interprets as certain themes, or that they find and identify patterns based solely on their own knowledge, but rather what is relevant for the study. According to Zuihof (2013), in order to fully understand the text, one must need to understand and know any and all aspects and factors surrounding the context of the written text, which is virtually impossible. Therefore, even though the analyst is duly aware of their own presuppositions

and the limitations these bring along, a fully objective understanding is rarely a possibility, and some degree of subjectivity will always be present when conducting a qualitative content analysis.

Agency Communication Analysis

Choice of material

According to the survey conducted prior to commencing this analysis, the travel agencies' own websites are the third most used media in which the consumers turn to when looking for inspiration for traveling, third to only Instagram, and recommendations from friends, family, and co-workers (Appendix A, Q15, 2021). Naturally, one cannot directly analyze the frame used in the agencies' company communication through the first two options - word of mouth and pictures on Instagram - which is why the agencies' own websites were chosen as the media for analysis. Furthermore, as the travel agencies' websites are where one turns to when buying a vacation, anyone who is a consumer in this area in Denmark, will arguably at some point have come across the sustainability communication happening on the websites, making these relevant for analysis.

Selecting agencies

When conducting this analysis, several pages from selected agencies were captured and uploaded to NVivo. As this thesis strived to examine the general communication from travel agencies in Denmark, it was decided to capture content from the seven largest travel agencies in the country, as well as seven randomly selected smaller travel agencies. However, not all of the seven largest agencies communicate about sustainability. Only Spies, TUI, Apollo, Bravo Tours, and Sunweb does so, which means that the list was continuously looked through until the final two agencies were found.

Moreover, the criterium for the random selection was of course that the agencies were communicating about sustainability on their website to some degree. This selection of not only the seven largest, but also some smaller agencies, was done in order to, first and foremost, ensure a substantial data set. Secondly, the communication from both the large as well as the smaller agencies were taken into consideration in order to make sure that the communication reaching the consumers were captured and analyzed. The analysis did not distinguish between the sizes or reach of the agencies, as it was the general communication from agencies in Denmark, which was wanted, no matter the size of the agency.

Large agencies	Randomly selected agencies
SPIES	Grøn Rejs
TUI	Kipling Travel
Bravo Tours	Albatros Travel
Apollo Rejser	Den Grønne Rejse
Jysk Rejsebureau	MyPlanet
Sunweb	Bering Travel
Profil Rejser	Greenland Travel

Table 5 – Travel agencies chosen for content analysis

News Media Analysis

Choice of material

When selecting the material for the news media analysis, some general research on where Danes get their news was conducted. According to Schröder, Blach-Ørsten & Eberholst (2020), throughout the years, the Danes have primarily gotten their news from television, and to this day they still do (36% in 2020). The television news would therefore arguably have been the optimal news material source to analyze. However, due to the limited scope in terms of time and space in which this thesis had to be done, an analysis of hours and hours of television news was not possible. Therefore, it was decided upon to look at the media type used second most, which according to Schröder, Blach-Ørsten & Eberholst (2020) is newspapers' online news sites (23% in 2020).

Selecting articles

When searching for and selecting the articles for the analysis, the website Infomedia was used, which is a database that saves all articles ever published in any type of Danish news media and makes them available for reading and downloading. It was decided upon that the sufficient number of articles to download for the analysis in order to reach data saturation for this project was 50. The advanced search function was used, as it allows for a more precise search in terms of words, time span, and media types. The time span was set to search for articles posted anywhere between the day of the search and five to ten years back. The words searched for were 'bæredygtig' + 'ferie' and 'bæredygtig' + 'rejse'. The type of media searched in was nationwide daily newspapers, as these are

available to anyone, and are not limited to people living in a specific region or municipality in Denmark.

The articles were not selected by complete random, as the advanced search function goes a long way, but is not a one hundred percent guarantee in terms of useful articles. Therefore, all articles that were uploaded were read through first in order to ensure their relevance to the analysis. The articles were then uploaded using the plug NCapture from NVivo which allows for articles to be downloaded from the internet and uploaded into NVivo easily.

Coding process

The coding process for a qualitative content analysis means creating a system which allows for the analyst to find information essential to the analysis, and then structure these into codes and compiling the relevant data together (Zuihof, 2013). In the analyses conducted in this study, the coding process was a means to determine how the media and the travel agencies communicate about sustainability. All the coding for this study was done manually using NVivo.

When deciding which strategy to use for the coding process, both the ‘*a priori*’ strategy and the ‘*in vivo*’ strategies were considered. The *a priori* strategy means coding from a list of concepts derived from previously read literature, whereas an *in vivo* strategy means coding directly from what comes up in the reading (Jackson & Bazely, 2019). The starting point for an *a priori* strategy could for example have been the triple bottom line, which was considered an option, but a fear of confining the coding process to these three concepts only, and thereby missing out on potentially crucial concepts in the material, means that the strategy chosen for both the agency analysis and the media analysis was *in vivo*, where the analyst codes for relevant concepts that comes up during the reading of the material.

For the initial coding, the material was read through, and coding *in vivo* was done along the way by deriving codes when coming across interesting points, concepts, or phrases. A record was simultaneously kept of the codes and how they arose in the first place (Appendix L; Appendix M), as it became evident that the number of codes could become extensive using this approach.

In the agency analysis it became apparent that the number of codes were indeed extensive, and some of the codes seemed similar to some degree, and with very few passages coded to them, which called for a subsequent coding process. During the subsequent coding, the material was once again read through, but this time more focused on the codes with less passages coded to them. This resulted in

some codes being renamed to a more general construct, and some of the smaller codes being absorbed into these.

However, as for the media analysis, the number of codes was also quite extensive, but none of the codes made sense to merge. Therefore, the decision was made to look at the number of files added to these codes, in order to decide whether some of these codes should be dropped from the project. Following the advice from MacQueen, McLellan & Milstein (1998, p. 36, l. 1): ‘Don’t clutter the codebook with deadwood’, the bottom four codes were removed, leaving the project with six codes. Perhaps the reason for this quite small number of articles added to these deleted codes was that the reason for, or nature of, creating these codes perhaps were unclear. Therefore, deleting them from the project altogether in order to avoid any confusion or focus on the wrong codes was the option chosen.

Analysis of findings

After the analyses conducted above, and a subsequent presentation of the findings discovered by using the methods stated above, the findings were then analyzed, interpreted, and further qualified by using various theories and concepts in a fourth analysis. These theories and concepts will be presented in the theory section below.

THEORIES AND CONCEPTS

In order to answer the problem statement above and further analyze and qualify the findings, a number of theories and concepts were applied to the analysis. The theories and concepts which this section will present are as follows: Institutional isomorphism, legitimacy, framing, agenda-setting, greenwashing, greenhushing, attitude-behavior gap, and cognitive dissonance.

Framing

The theory of framing was used in both the analysis of the Danish news media communication, as well as in the analysis of how the travel agencies communicate sustainability. Entman (1993) describes the process of framing as to “select some aspects of a perceived reality and make them more salient in a communicating context.” (p. 52, l. 15). In the Danish news media analysis, the framing theory was used to provide context and shed light on obstacles and opportunities between the consumers and the agencies, as the framing of the concept of sustainability in the media was analyzed. In the agency communication analysis, the framing theory was used to analyze how travel agencies communicate sustainability to their target group by ascertaining which frames and attributes the agencies emphasize in their communication. The analysis of these frames took its starting point in the NVivo analysis, where these frames were identified. Furthermore, the concept of frames was used in the analysis of the findings, where the communication of the different entities was further interpreted and qualified. Price, Tewksbury, and Powers (1997 in; Valkenburg, Semetko, & De Vreese, 1999) state that the frames in the news influence the topical focus of the respondents’ thoughts. This exact influence was used in order to analyze the correspondence between how consumers, media, and travel agencies perceive, understand, and communicate sustainability.

Agenda-setting

McCombs (2002) states that the news media possess the power to focus public attention on selected issues. Both in terms of factual information, but also in terms of how much importance they should attach to a topic on the basis of the emphasis placed on it in the news (McCombs, 2002). So, where the concept of frames is a means of determining where the emphasis is placed on a specific topic, agenda-setting is the selection from the media to cover these overall topics to begin with. McCombs further explains that what we as a society know about the world is largely based on what media decide to tell us (2002). And that the result of what he calls a ‘mediated view of the world’ is that the priorities

of the media have a great influence on the priorities of the public (McCombs, 2002, p. 2, l. 5). This is also evident in terms of environmental issues, where McCombs ascertains how there in a study for global environmental problems exists strong level of correspondence between the presentation of the issue in Japanese newspapers, and the way Tokyo residents thought about aspects of the issue (2002). Even though there is a slight difference between environmental issues and sustainability, one can presume that the impact in which the news media has on the public is by and large the same. Therefore, in this thesis, the agenda-setting theory was, together with the framing theory, used to analyze how, and whether, the media plays a role in the public's perception of sustainability.

Institutional isomorphism

DiMaggio and Powell (1983) set out to explain the homogeneity of organizations, which in this case was the decision made by the travel agencies to communicate sustainability. In order to do so, the concept of institutional isomorphism was used, which Hawley (1968) describes as a constraining process that forces one unit in a population to resemble other units that face the same set of environmental conditions (in; DiMaggio & Powell, 1983). Three mechanisms through which this institutional isomorphic change occurs are then identified as the following:

Coercive isomorphism: Results from both formal and informal pressures exerted on organizations by other organizations upon which they are dependent and by cultural expectations in the society within which organizations function.

Mimetic isomorphism: Is seen when goals are ambiguous. When the environment creates symbolic uncertainty, organizations may model themselves on other organizations.

Normative isomorphism: Happens when there is a collective struggle of members of an occupation to define the conditions and methods of their work, to control 'the production of producers'. To establish a cognitive base and legitimization for their occupational autonomy (DiMaggio & Powell, 1983).

Thus, using the theory of institutional isomorphism as presented by DiMaggio and Powell (1983), this thesis therefore sought to answer the question of why the Danish travel agencies communicate about sustainability to begin with.

Legitimacy

Another concept which was applied to this analysis was legitimacy. Suchman (1995) defines legitimacy as a “generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions.” (p. 574, l. 3). DiMaggio and Powell (1983) likewise highlight the concept of legitimacy when talking about isomorphism and the increased homogeneity between organizations in society. Therefore, the concept of legitimacy was likewise applied in line with institutional isomorphism when analyzing why organizations communicate about sustainability.

Attitude-behavior gap

As the name suggests, the attitude-behavior gap is a discrepancy in our attitudes and behaviors, or rather, in what we say and what we do (Shaw, McMaster & Newholm, 2016). Shaw, McMaster and Newholm further states that “caring about” does not necessarily lead to “care-giving” (2016), and this attitude-behavior gap generally exists in environmentally sustainable tourism (Becken, 2004; Bergin-Seers & Mair, 2009 in; Juvan & Dolnicar, 2014). Tourists generally have positive attitudes towards the environment and do not wish to behave in ways that negatively impact the environment (Dolnicar, 2004; Wurzinger & Johansson, 2006 in; Juvan and Dolnicar, 2014), which has likewise been established in the introduction to this thesis. However, the travel industry is still thriving with little demand for sustainability. Juvan and Dolnicar (2014) present some possible reasons for this gap, and this thesis thus decided to use the theory of the attitude-behavior gap in order to analyze the obstacles and opportunities which were found in the communication between consumers, society, and the travel agencies.

Cognitive dissonance

Another theory which this thesis decided to apply in order to explore and analyze the obstacles and opportunities in the communication between consumers, society, and the travel industry, was the theory of cognitive dissonance. Cooper (2007) presents the theory of cognitive dissonance as how we as human beings do not like inconsistency, and states that it upsets us and drives us to action to reduce this inconsistency. Additionally, Festinger postulates that people experience psychological discomfort when there is an inconsistency between their beliefs about themselves, about their behavior, and about their surroundings (1957, in; Juvan & Dolnicar, 2014). According to Cooper (2007), people do not just prefer to have consistency in their lives, they are driven to resolve inconsistencies. In this thesis, the theory of cognitive dissonance was used to explore the attitude-

behavior gap, and perhaps the reasons for consumers to behave and act the way they do when it comes to sustainable traveling.

Greenwashing, green trust, and green consumer confusion

Parguel, Benoît-Moreau, and Larceneux define greenwashing as the act of misleading consumers regarding the environmental practices of a company or the environmental benefits of a product or service (2011). Hamann and Kapelus (2004) further problematize the concept of greenwashing by stating that it is undermining consumer confidence in the advertising which consumers usually rely on when purchasing a product. This undermining of consumer confidence leads to what Chen and Chang (2013) call green consumer confusion, and a lack of green trust. It has been established in the introduction that consumers are generally concerned about the environment, but they still do not demand sustainability when traveling. Therefore, when analyzing the obstacles and opportunities for agencies, consumers, and the society to reach common ground in the quest for sustainability, the concepts of greenwashing, green trust, and green consumer confusion was applied.

Greenhushing

Font, Elgammal and Lamond (2017) present the concept of greenhushing as “the converse of greenwashing – the deliberate withholding, from consumers and stakeholders, of information about the sustainability practices they employ.” (p. 1007, l. 1). It is further suggested that businesses use greenhushing to mitigate a potential disconnection between the consumer expectations as perceived by the businesses, and their own stance on sustainability issues (Font, Elgammal & Lamond, 2017). It has already been established, by the virtue of the decision to analyze the sustainability communication from the chosen travel agencies, that they do communicate about their sustainability practices. However, in order to further analyze how the travel agencies communicate about sustainability, the concept of greenhushing was taken into account in the analysis.

SUSTAINABILITY IN 2021

Before embarking on the analysis for this thesis, one must first of all define what sustainability means, and which different aspects it contains. Thus, the following section will seek to define the concept of sustainability, and the triple bottom line, as well as the concept of Corporate Social Responsibility (CSR). The section will dig further into the difference between the two terms of CSR and sustainability, as they are often used interchangeably even though they are not the same.

Defining sustainability

According to Chen et al. (2015) the term sustainability has different meanings, and there is still an ongoing debate as to how it should be defined. The term has been researched extensively throughout the past decade both from an institutional perspective, a political perspective, and from an integrative perspective. However, even though researchers find it difficult to arrive at a simple definition of sustainability which covers all the perspectives mentioned above, there seems to be a general agreement that “the central component of sustainability is best described by linking the three dimensions economy, environment and society” (Elkington 1997; Cohen et al. 2008; DeVito and Bohnsack 2017 in; Fischer et al., 2020, p. 89, l. 4). Thus, this thesis will use the term sustainability as a concept that is an equal combination of utilizing economic, environmental, and social resources in the development of businesses without jeopardizing either.

Worldwide demand for sustainability

Being almost halfway through 2021, it is evident that sustainability has come to be one of the top priorities for companies worldwide. The increasing demand for sustainability prompts companies to come up with sustainable solutions and initiatives (Reilly et al., 2014) and even though companies seem to be eager and willing to do something, it may not always be clear what the initiatives should be. It can be difficult for companies to navigate through the jungle of sustainability when they are constantly scrutinized by both stakeholders, customers, and the media (Isaksson & Steimle, 2009).

Sustainability is a worldwide demand and phenomenon, and Danish companies are not exempt from this trend. Neither is the travel industry. According to professor at Copenhagen Business School, Andreas Rasche (in Mortensen & Rasmussen, 2019) it is the pressure from the outside world that causes large Danish companies to sharpen their focus on sustainable solutions and initiatives.

Stakeholders demand information on the companies' approach to sustainability (Khan et al. 2020) as well as requesting the companies to behave sustainably.

Defining Corporate Social Responsibility

Corporate Social Responsibility (CSR) relates to the way in which companies strive to behave both socially and environmentally responsible, while at the same time attempting to pursue their outlined economic goals. For companies it is about going beyond compliance, more specifically, The European Commission defines CSR as 'a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.' (Isaksson & Steimle, 2009, p. 170, l. 42) Thus, for companies CSR is about 'not only abiding by the legal regulations, but also going beyond compliance and investing more into human capital, the environment and the relations with stakeholders' (Isaksson & Steimle, 2009, p. 170, l. 45)

It is likewise expected that companies communicate and are held responsible for their CSR initiatives through reports, as their stakeholders demand information and transparency relating to this topic. It is not enough to solely address the CSR initiatives internally or externally, as there is a growing demand for companies to both prove and communicate their commitments to their stakeholders, ranging from market-related to societal stakeholders (Khan et al. 2020).

Difference between sustainability and CSR

Even though the term sustainability is used by most companies today, one must pay attention to distinguish between sustainability and corporate social responsibility (CSR) as the two terms often are used interchangeably, yet they do not represent the same thing. Where CSR is a concrete integrated business model that helps a company hold itself accountable in all aspects of their operations, sustainability is a broader definition, which takes its starting point in living and conducted business without depleting the resources of the Earth. Sustainability does not come with a strict set of rules for companies to abide by, where CSR concerns the specific business and stakeholders, resulting in the communication for sustainability being directed towards consumers (Bahu, 2020). Hence, where the term CSR is strictly meant for businesses, virtually anyone can get into sustainability one way or another. And even though part of CSR is also about sustainability, the concept does not limit itself to speak of sustainability issues, but encompasses volunteer work, community service, education for employees and much more as well (Bahu, 2020).

This thesis has decided to look into the term of sustainability rather than CSR, as the starting point for the study is the consumers' attitude and behavior towards sustainability, more specifically of traveling sustainably. Many consumers have an opinion on sustainability, but are not aware of the concept of CSR, let alone have an opinion towards it, as CSR is aimed at stakeholders and not consumers. The corporate governance of CSR is not at play with the consumers, and therefore it would not make sense to speak about CSR, but rather would make sense to talk about sustainability.

Sustainability and the triple bottom line

As mentioned in the introduction to this section, the term sustainability consists of three elements: the economic, the environmental, and the society, which Elkington (2018) refers to as the 'triple bottom line'. These three elements as seen in figure 2 will be further elaborated in this section, where focus will be on the role of the different elements in this thesis.

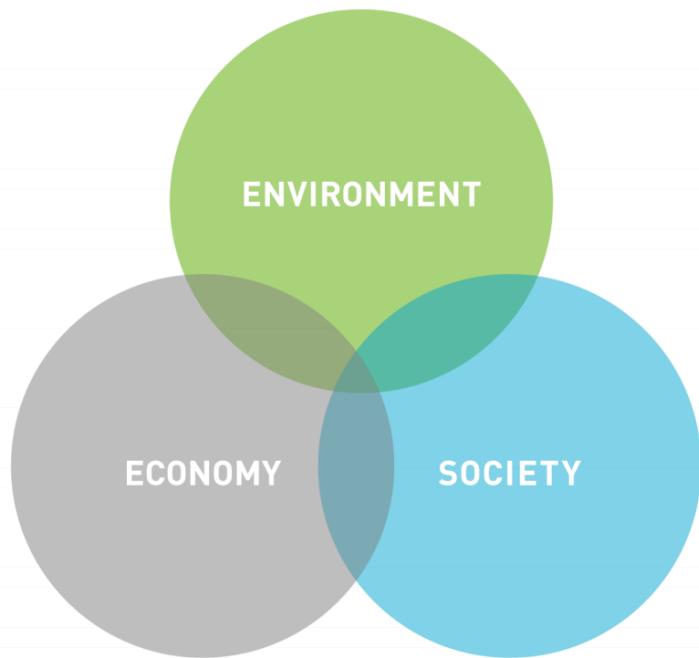


Figure 2 – The three pillars of sustainability, source: www.mcgill.ca/sustainability

In the 1990's, Elkington developed the term 'triple bottom line' with the purpose of getting businesses to focus on people's lives and the planet, instead of only focusing on profits (Elkington, 2018). The triple bottom line is thus a sustainability framework that examines a company's social, environment and economic impact (Elkington, 2018). In broad terms, Elkington (2018) elaborates how companies

today are dedicated to becoming best for the world, and not just aiming towards being the best in the world.

Social dimension

The societal, or social, dimension of the triple bottom line takes its starting point in securing societies by focusing on the social concerns and social impacts. However, as the two terms societal and social are often used interchangeably, we turn to outline the difference, in order to be able to distinguish between the two: “*Societal* is the pedantic alternative to *social*. They both mean ‘pertaining to society,’ [...] Even now, *social* is more likely to appear in phrases referring to individuals” (Nichol, n.d.). Thus, as this thesis seek to investigate the obstacles and opportunities for consumers and travel agencies to reach common ground in terms of sustainable traveling, the term social responsibility will be used throughout the remainder of this thesis when addressing the social dimension of the triple bottom line.

Moreover, the social dimension focuses on ensuring equal possibilities for all human capital, for example by encouraging businesses to focus on working conditions as well as the employees’ long-term health (Huang et al. 2013, in: Chen et al., 2015), community health, safety and security, openness to the public and local culture, securing human rights and address opportunities related to education and the training of employees (Tyrrell, Paris & Biaett, 2013).

Economic dimension

The economic dimension refers to the businesses’ impact on the economic conditions of its stakeholders and on economic systems at local, national and global levels (Global Reporting Initiative, G4 Guidelines). United Nations World Tourism Organization further states how economic sustainability addresses long-term viability of economic operations, fairness and equity of benefits distribution, employment and income-earning opportunities, and poverty alleviation (UNWTO, 2004 in; Qui, Fan, Luy, Lin & Jenkins, 2019, p. 3). More specifically, Tyrrell, Paris and Biaett (2013) point to how the economic dimension also is a matter of “a willingness to trade with local suppliers and business customers, wage rate paid compared to the national average, employment offered to local residents and local taxes paid.” (p. 284, l. 75).

Environmental dimension

The third dimension is the environmental dimension, which relates to the natural capital of a company by focusing on how it can be as environmentally sustainable as possible. Thus, the environmental dimension covers everything from “the life-cycle impacts of products; energy, materials and water

usage at production sites, potentially polluting emissions, environmental hazards and risks, waste generation and consumption of critical natural capital” (Elkington, 1994, p. 21, l. 50) to green buildings and infrastructure (Tyrrell, Paris & Bialett, 2013).

Having explored the term sustainability and the three dimensions of the triple bottom line, it is evident that sustainability does not only cover the concept of CO₂ being emitted globally on a daily basis. Sustainability covers many aspects ranging from reducing plastic in the oceans, deforestation, the growing population on our planet, food waste, overconsumption, human rights, and employees’ health. Isaksson & Steimle (2009, p. 170, l. 33) further substantiate this perspective by arguing that ‘the challenge for companies is to be able to show how they work with sustainability, not only by reducing pollution, but also in more complex ways.’. Hence, companies must decide and plan how their sustainable initiatives will have a positive impact on both the society, the environment, and its business (Fischer et al. 2020). This thesis will take all three dimensions into consideration when examining the problem at hand.

[Creating Shared Value \(CSV\)](#)

Having defined the two concepts of sustainability and CSR, it is arguably inevitable not to mention CSV, Creating Shared Value, as this third concept also abounds in the debate of companies’ sustainable initiatives. As previously mentioned, stakeholders and consumers expect companies to engage in sustainability, but Porter & Kramer (2011) emphasize how the debate likewise includes other aspects as well, as they state that ‘the more businesses have begun to embrace their responsibility, the more they have been blamed for society’s failures. The legitimacy of businesses has fallen to levels not seen in recent history’ (Porter & Kramer, 2011, p. 64, l. 6). Hence, it can be argued that the level of trust from the stakeholders is being diminished, while companies find themselves being caught up in a bad circle.

Turning to define the concept of CSV it firstly focuses towards connecting the social dimension of sustainability with the economic dimension of sustainability (Porter & Kramer, 2011). Secondly, CSV is defined as “creating economic value in a way that also creates value for society by addressing its needs and challenges [...] shared value is not social responsibility, philanthropy, or even sustainability, but a new way to achieve economic success.” (Porter & Kramer, 2011, p. 64, l. 46). Hence, companies must decide upon which opportunities for creating shared value they are to pursue, and they must make sure that these initiatives create value to both the society as well as its own business. In other words, when companies find themselves turning to new projects that are to create

shared value, these projects must be relevant to the type of business they are in (Porter & Kramer, 2011). This is arguably done by figuring out how a company can affect the global world positively without the foundation of the business being eliminated. Creating shared value must make sense to the business – otherwise it is just pure philanthropy.

COMMUNICATION ANNO 2021

Media use

Having outlined the concept of sustainability in 2021, the following section will turn to define the contemporary role of the media, and how the public perceives and approaches the different media. Thus, the section will turn to the growth of online media, traditional media, as well as the power of the news media.

Throughout the past decade it has become evident that the growth and expansion of online media is by and large replacing traditional media (Dimmick et al. 2004, in: Simpson et al., 2014). According to Goldberg & Harzog (1996), Coombs (1999), Reese et al. (2007), Devitt and Borodzicz (2008) and Veil et al. (2011) the growth of online media is happening due to advantages such as high delivery of speed, low delivery of costs, delivery to digital devices in various formats, limited censorship, global reach, and interactivity (in: Simpson et al., 2014, p. 259, l. 5).

Previously, the public obtained their information from television, radio, newspapers, magazines, tax press, and print publications, whereas today, they use internet forums, blogs, wikis, podcasts, picture-sharing, music-sharing, and video-sharing (Mohd Zain, 2014). Additionally, people have easy access to search machines such as Google, while social media such as Facebook, Instagram, Snapchat, Twitter, TikTok, and YouTube have become a part of people's daily routine and are even a source of news. There is a demand for faster news, more convenient news, and news tailored specifically for our needs and interests. Mohd Zain (2014) even argues that the new media is more influential in comparison to old media, because of its quick nature in providing information, and its easy accessibility.

The effect of media on public knowledge

The mass media plays a significant role in both shaping the public opinion as well as conveying information that contributes to the knowledge of the public. In other words, the mass media makes the public aware of issues relating to all events and issues occurring in our society, encompassing both the political, social, and environmental issues and spheres of our daily lives (McCombs, 2011).

According to McCombs (2005), the news media possesses power in terms of influencing the public perception, while the public does still have the capability to either accept or reject the position of the media. This power can be explained with the concept of mediatization. Mediatization is defined as a

concept used to carry out a critical analysis of the interrelation between the change of media and communication, on the one hand, and the change of culture and society on the other (Hepp & Krotz, 2014 in; Lundby, 2014). This ability to of media and communication, and culture and society, to affect the changes of one another is likewise addressed by Hjarvard (2008), as he emphasizes how the concept of mediatization encompasses the importance of pointing to how the media plays a significant role in both the production as well as the circulation of knowledge in the society. Thus, consumers can be seen as going through a process where they – as a result of mediatization – get more and more dependent on the media by conforming to their conditions and behavior. Through their power, the media is able to change this public behavior and perception (Hjarvard, 2008).

The presence of traditional media throughout the past decades represents a long and established record of reliable information in printed- and online newspapers, through television ads and news, as well as in radio programs (Morris, 2018). Moreover, it is emphasized how the traditional media plays a significant role in terms of public learning about specific topics (Morris, 2018). Additionally, according to Weaver (2010) “the traditional media has the tendency to cover over societal complexities and afford greater attention to the values and discourses of society’s more dominant members.” (in: Schweinsberg et al. 2017, p. 243, l. 44).

While navigating in an environment of a changed media world, the mass media has the power to impact which information they are to disseminate by the virtue of their function as the fourth pillar in the society, alongside with the three remaining pillars consisting of the judiciary, the executive, and the legislative (McCombs, 2011). The mass media thus possesses the power to decide what the public should know, how they should know it, as well as being in a position where they are able to exclude voices which they decide that do not fit into the official news gate (Bennet, 1990 in: Jacobs, Jamieson, Shapiro & Hardy, 2011). This means that the media also sometimes is accused of shortcomings where they fail to inform the public on certain issues (Jacobs, Jamieson, Shapiro & Hardy, 2011) perhaps then because they have determined it is not of any relevance. Hence, as the media impact which information they are to convey to the public, and the media possess power to impact the public knowledge, it requires a certain amount of trustworthiness from the public towards the mass media. “If the mass media reports inaccurate information, the people would have wrong information regarding different issues in society. As such, they would end up making uninformed decisions.” (McCombs, 2011: in Rothaas, 2020). Thus, not only are we increasingly affected by what the media tells us, they also have a degree of power over us as a society.

FINDINGS

Consumer analysis findings

The purpose of this consumer analysis is to map out the Danes' attitude and behavior towards sustainability and traveling. More specifically, this analysis will dig into three main areas being 1. Consumer perception of sustainability, 2. Travel habits and sustainability, and 3. Sustainability communication. As stated in the methodology section, this analysis takes its starting point in the consumer questionnaire survey conducted in connection with this thesis, while drawing on other analyses and reports as well, which are publicly accessible.

Perception of the concept sustainability in relation to travel

According to an analysis conducted by the trade organization Landbrug & Fødevarer, the Danish people highly care about sustainability,

“Generally, the Danes are concerned about sustainability and they are eager and willing to change their behavior or habits for the sake of the climate, the environment and sustainability [...] The main reason for this willingness lies within the desire to leave the planet in a good condition for the next generations to come.” (Vesterbæk, Preus & Logo-Kofoed, 2019, p. 3, l. 6).

However, looking at the triple bottom line perspective, ‘sustainability’ is a broad term with connotations ranging from plane travels to elephant riding and sorting one’s trash, so in order to understand the Danes’ view on sustainability, this section will look into their perceptions of the concept sustainability. First and foremost, looking at the questionnaire survey conducted in connection with this thesis, it is evident that the perceptions of the concept range widely. When asked “What do you associate with the term sustainability?”, the most common response was ‘Care for the nature and resources’ with ‘Climate’ coming in a close second. At the opposite end of the scale, ‘Ecology’ and ‘Social considerations’ were found with the by far least responses (Table 6).

The same pattern is visible in the analysis published by Landbrug & Fødevarer (Vesterbæk, Preus & Logo-Kofoed, 2019), where the question “Sustainability has been tied to many different things. What do you associate with the word ‘sustainability’?” was asked. The by far most respondents answered with ‘Considerations for nature and resources’, while ‘Social considerations’ was at the bottom (p. 13).

Thus, it seems as if the Danish people make connotations to the nature and climate most, and the least about social considerations when thinking about sustainability.

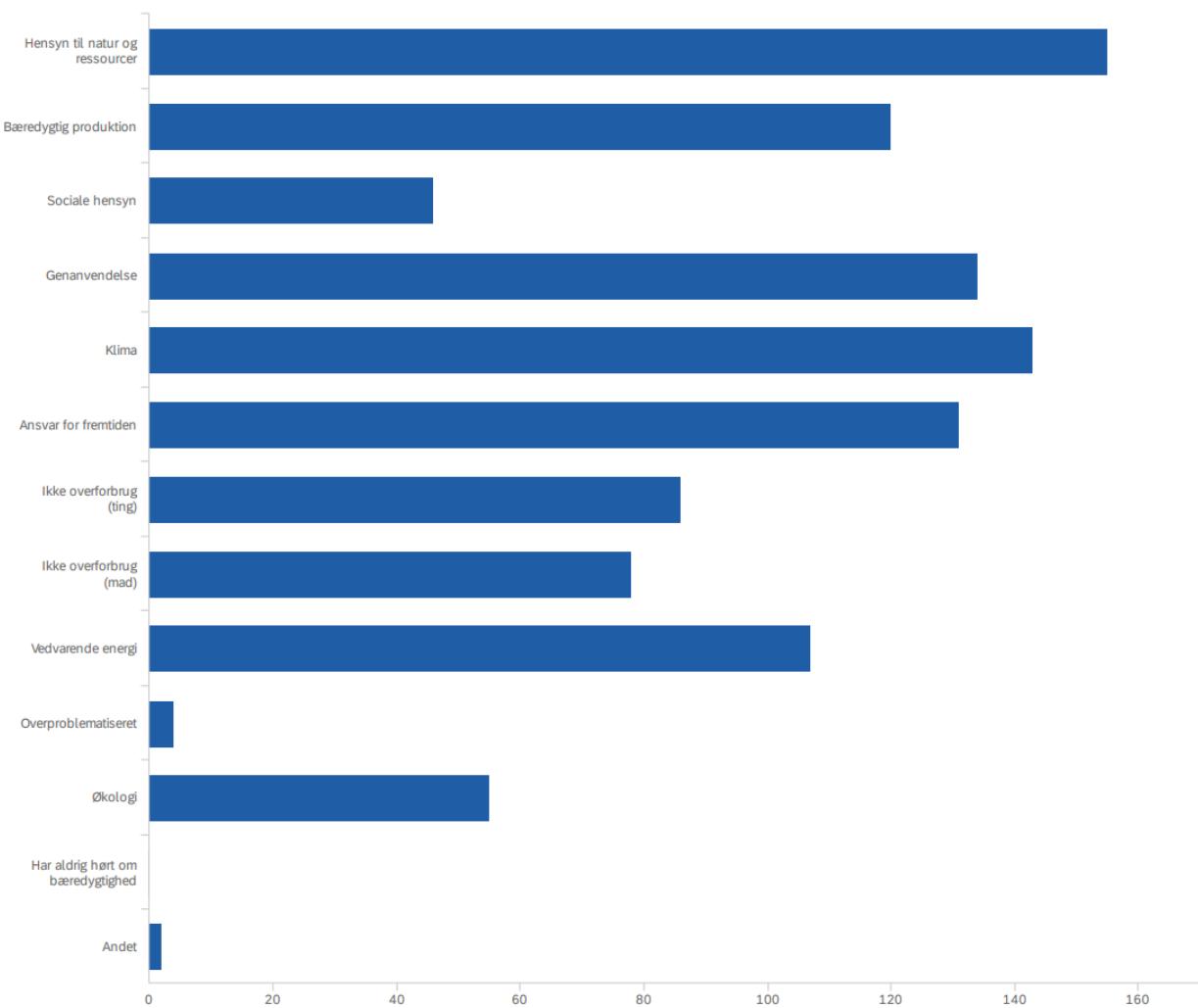


Table 6 – Q6 “Hvad forbinder du med ordet bæredygtighed?”

Where the consumer analysis conducted in relation to this thesis asked about the consumers' association with the word 'sustainability' in general, Epinion released a report in 2019 where they asked consumers about their associations with the word 'sustainability' specifically in relation to sustainable travels. Here, the by far largest association to sustainability was 'avoid planes' with 'transport', 'CO₂', and 'cycling holiday' coming second, third, and fourth (Epinion, 2019a). The least perceived associations, on the other hand, were 'nature', 'locals', and 'recycling' (Epinion, 2019a). This is arguably quite interesting, as it seems that some of these topics have shifted places completely when asking about sustainability in general as opposed to asking about sustainability in relation to

traveling. Where ‘nature’ and ‘recycling’ were at the top of the list of the perceptions of sustainability in general, these topics are at the bottom when talking about sustainability in relation to traveling specifically. ‘Locals’, which is arguably in the same league as ‘social sustainability’ is still among the concepts least associated with sustainability. It thus seems as if the concerns of the Danes in general shift when at home in contrast to when going on a vacation, except from the considerations for locals and social sustainability. This perceived shift in opinions will be further analyzed later on in relation to consumer behavior.

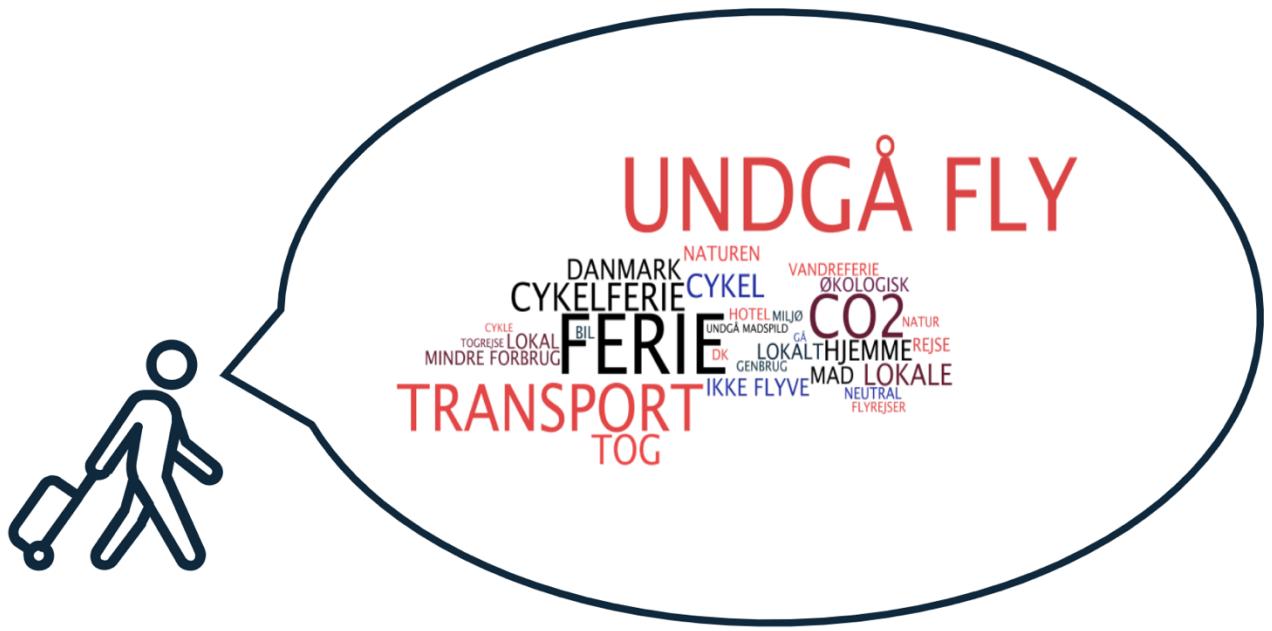


Figure 3 - Epinion, (2019a) 'Associationer til 'En bæredygtig ferie'

Travel habits and sustainability

The second aspect to look at here, is sustainability in relation to consumers’ travel habits. As it was asserted in the introduction of this thesis, there is virtually no demand for sustainability in any shape or form when consumers are going on a vacation. This section will therefore further examine the attitudes and habits in terms of sustainability when it comes to traveling.

When asked “To which degree does sustainability influence your thoughts when buying a vacation?” most respondents, 37.50%, said ‘to a lesser degree’, while only 6.82% said ‘to a high degree’. 27.84% of respondents said, ‘to some degree’, and the same number, 27.84%, said, ‘not at all’ (Table 7),

making it evident that the majority of the respondents do not really make any considerations about sustainability when buying a vacation from a travel agency.

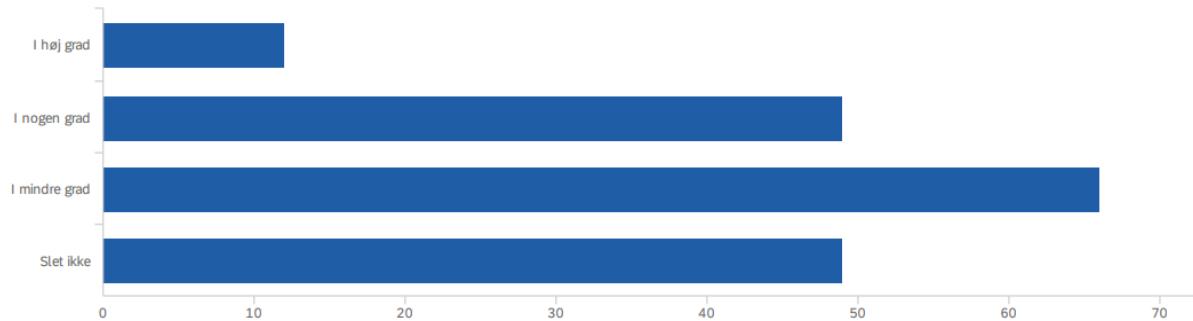


Table 7 – Q8 "I hvilken grad er bæredygtighed med i dine overvejelser, når du bestiller en rejse?"

However, when asked whether it matters to the respondents if a travel agency cares about sustainability, the majority of respondents, 63.07%, said that it does matter, while just 36.93% said that it does not matter (Table 8). So, even though the most common response was that the respondents do not really think about sustainability themselves when buying a vacation, it generally still matters to the consumers that the travel agency they make use of care about sustainability.

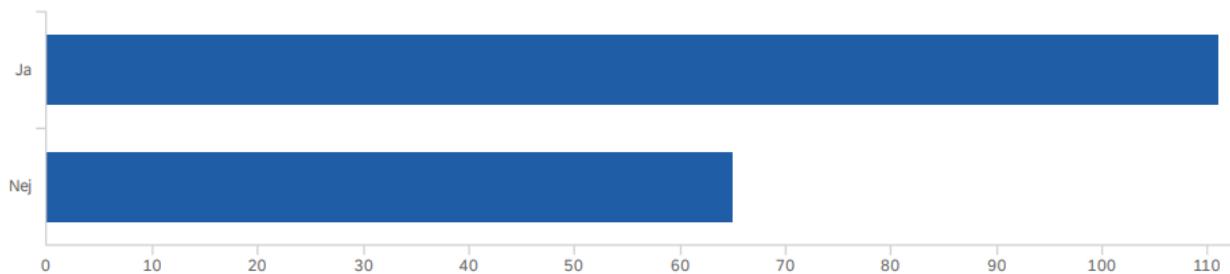


Table 8 – Q9 "Betyder det noget for dig, om et rejseselskab går op i bæredygtighed?"

Another perspective that was up for analysis in the questionnaire survey was whether the consumers would choose not to buy a vacation from a travel agency that does not care about sustainability. Here, the response was quite similar to the question above, except with reversed signs (Table 9). The majority of the respondents, 68%, would not count out a traveling agency that does not care about

sustainability, while 32% said that they would indeed count out buying a vacation from a traveling agency that does not care about sustainability.

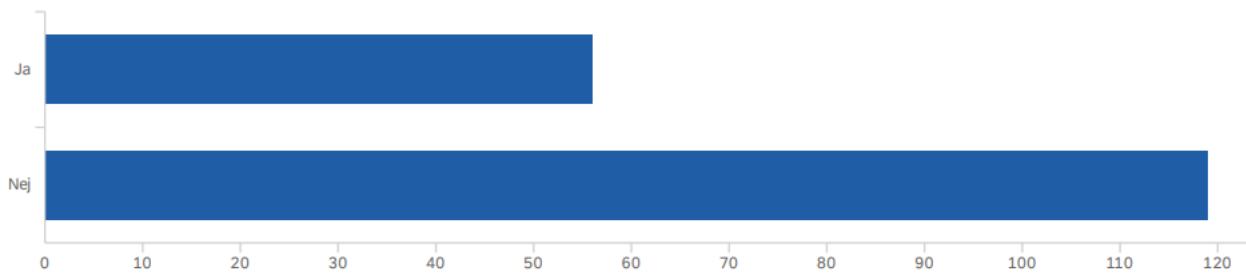


Table 9 - "Kunne du finde på at fravælge et rejseselskab, hvis de ikke går op i bæredygtighed?"

So, to sum up these figures, the Danish travel consumer does not generally take sustainability into consideration themselves when buying a vacation. They do, however, in general care whether or not the traveling agencies of their choosing are mindful of sustainability, while at the same time they would not refuse to buy a vacation from a traveling agency that does not consider sustainability in their practices. These numbers can be argued to be somewhat discrepant, and perhaps paint the picture of consumers who do not want to worry about sustainability themselves but would rather have someone else – the travel agencies – worry for them. This observation is further backed by an opinion poll conducted by Epinion, where they asked consumers “Who is responsible for making future travels more sustainable?”. Here, the majority of the respondents, 30%, stated that sustainability is the travel agencies’ responsibility (Epinion, 2019a). This discrepancy and question of responsibility will be further analyzed later on.

Sustainability communication

Aside from consumers’ habits and perceptions regarding sustainability, the communication around sustainability, and the consumers’ understanding of and attitude towards sustainability, the communication coming from the travel agencies is the final topic which is subject to further investigation.

When asked whether the consumers find the communication coming from the travel agencies surrounding sustainability understandable, the majority of respondents, 57.14%, state that they do not find the communication to be understandable (Table 10). The reason for this perceived mismatch in

meaning and communication from the travel agencies to the consumers will be further analyzed later on in this thesis.

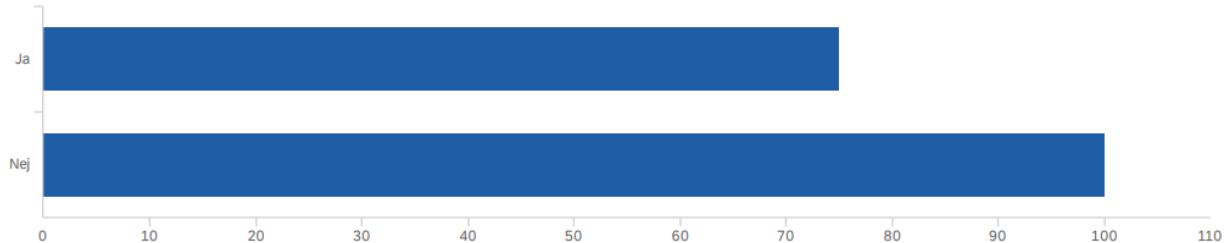


Table 10 - "Er rejseselskabers kommunikation om bæredygtighed forståelig for dig som forbruger?"

This lack of understanding is further evident looking at a report from Epinion, in which it states that only one third of Danes feel well informed and capable of making sustainable choices when it comes to traveling (2019a, p. 8).

Another aspect of sustainability communication is sustainability certifications, which many travel agencies make use of in their communication. However, looking at the responses from consumers when asked which of the most common sustainability certificates they know of, 36.78% had never heard of any of the certificates, while the other responses were spread somewhat evenly out over the certifications with Rainforest Alliance being the most known (Table 11).

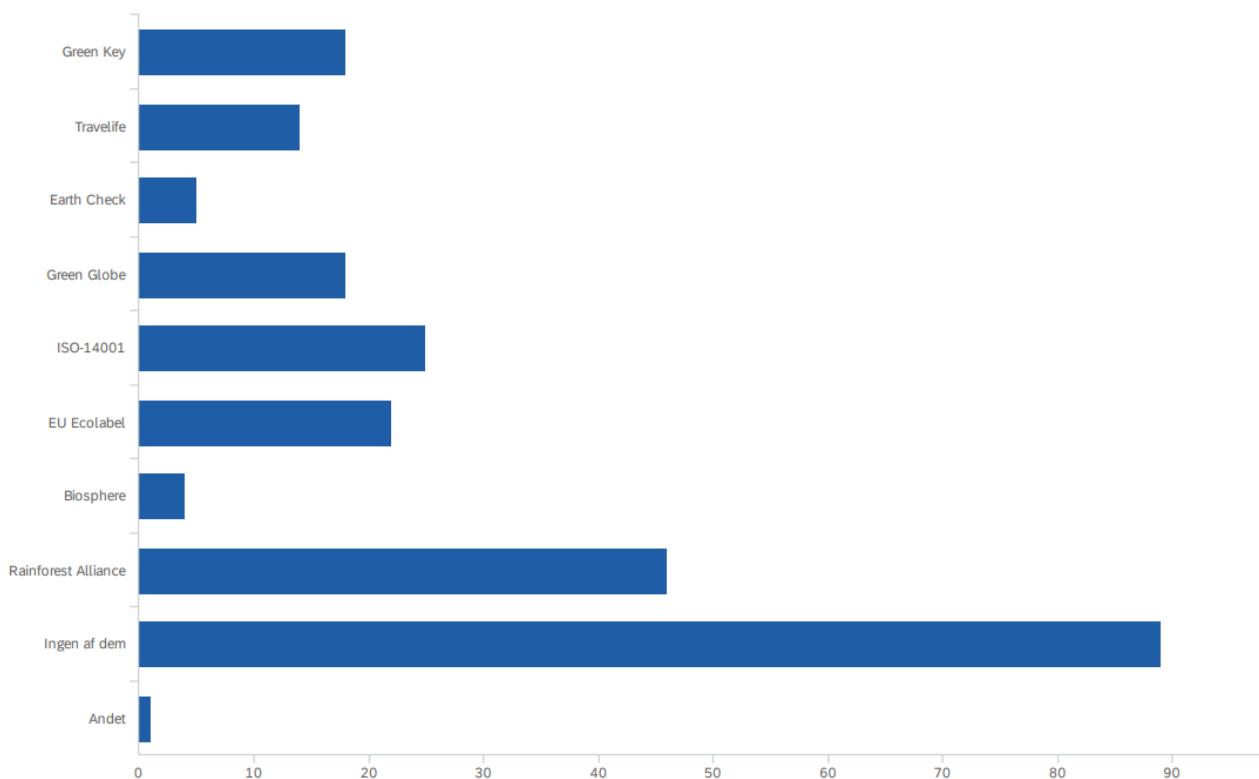


Table 11 - "Hvilke af følgende bæredygtigheds certificeringer har du hørt om?"

Moreover, when asked to which degree it means something to the consumers whether a travel agency is sustainability certified, the majority of respondents said, “to a lesser degree” or “not at all” (Table 12). This thus points in the direction that communicating about sustainability certifications is not what would make or break the consumers’ decision to use a specific travel agency.

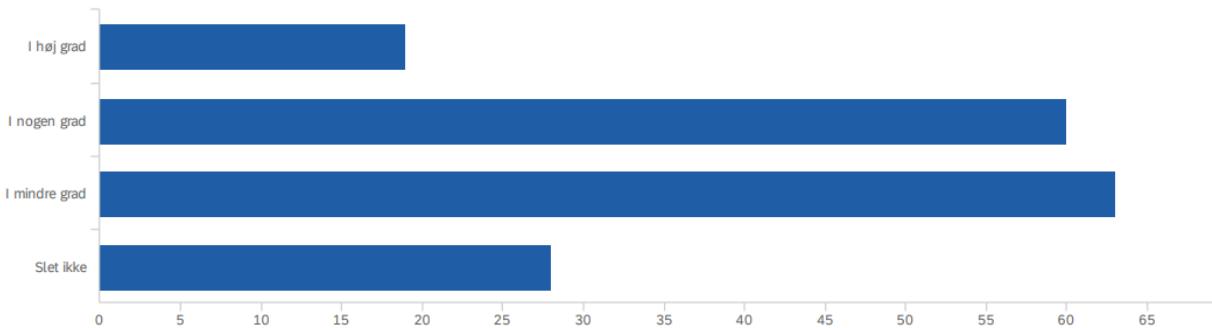


Table 12 - "I hvor høj grad betyder det noget for dig, om et rejseselskab er bæredygtigheds certificeret?"

The final aspect of sustainability communication is the question of trustworthiness in relation to whether it, according to the consumers, is trustworthy at all for the traveling industry to communicate about sustainability. In 2019, the Danish Consumer Ombudsman investigated the case of some traveling agencies and airlines communicating about sustainability. The case began as a consumer brought to their attention that communicating about ‘green traveling’ and ‘sustainable travel’ is marketing under false pretenses, because it, according to the consumer, by the nature of the subject was not possible (Hecklen, 2019).

This naturally rose the question and debate of what the consumers in general think about travel agencies communicating about sustainability. When asked whether respondents think it is trustworthy for travel agencies to communicate about sustainability, the answer is roughly 50/50, as 50.87% state that it is trustworthy, while 49.13% state that it is not trustworthy (Table 13).

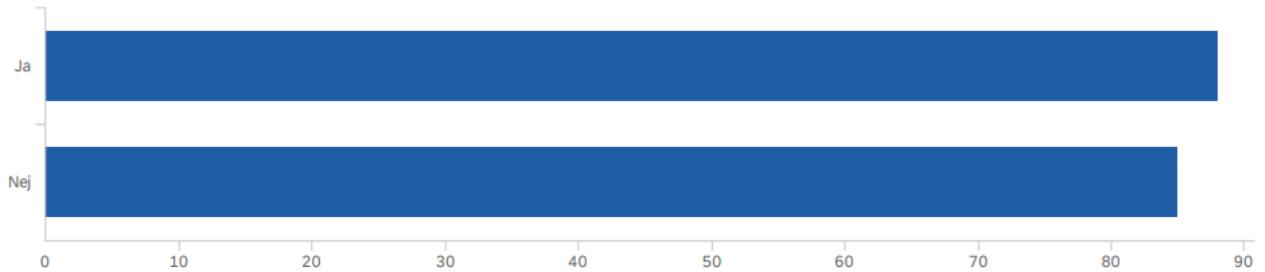


Table 13 - "Synes du, at det er troværdigt, hvis rejseselskaber kommunikerer om bæredygtighed?"

This question of trustworthiness, and a possible lack thereof, stretches into some of the more concrete aspects of sustainability communication, as one of the concepts in recent times used regularly by several actors in the travel industry has been the concept of climate compensation. A 2019 report from Epinion shed light on this exact subject, where an analysis found that as a matter of fact, only 3% of Danes have complete confidence in climate compensation (2019a, p. 7).

Having outlined the consumers attitudes towards sustainability, sustainability communication, and travel habits, the next section will present the findings from the NVivo analysis conducted in relation to the communication surrounding sustainability coming from the Danish travel agencies.

Agency communication analysis findings

The purpose of this analysis was to determine how travel agencies in Denmark communicate about sustainability on their websites. As stated in the method section above, this analysis takes its starting point in the seven largest Danish travel agencies who communicate about sustainability on their website, as well as seven randomly selected Danish travel agencies who also communicate about sustainability.

Seven largest agencies	Randomly selected agencies
SPIES	Grøn Rejs
TUI	Kipling Travel
Bravo Tours	Albatros Travel
Apollo Rejser	Den Grønne Rejse
Jysk Rejsebureau	MyPlanet
Sunweb	Bering Travel
Profil Rejser	Greenland Travel

Table 14 - Agencies chosen for analysis

Initial coding

When initiating the first round of coding, all the captured websites were read through with an open mind while preserving awareness of the presupposition that was rounded by the initial information found on the subject. This initial information which contributed to the presupposition was obtained partially through interviews with the agencies, as well as the experts chosen, which were conducted prior to this analysis, and partially by the overall research conducted on the topic. This information included specifically where the agencies' primary communication initiatives lie, as well as general information on the topic. Therefore, it was important to be aware of not reading into the material with only these glasses on, but to put aside the presupposition, or at least be duly aware of it, and commence with the analysis from a point of as much objectivity and curiosity as possible.

For the initial round of coding, as the in vivo approach was decided upon, the material was read through, any apparent frames and patterns were coded for, in order to create an overview of what the agencies decided to communicate to the consumers. After coding for these patterns, nine frames were

identified. The frames that were identified were, in no particular order: *Animals, certifications, climate compensation, economy, environment, UN's SDGs, plane travels, plastic, and social sustainability*.

Initial frames	Files	References
Social sustainability	23	39
Environmental considerations	21	31
Climate compensation	14	30
Animals	7	10
Certifications	6	12
Plane travels	6	12
Economic considerations	4	8
Plastic	2	10
UN's SDGs	1	1

Table 15 - Initial frames identified

Looking at the table above, in which the frames are sorted by number of appearances, it is hereby evident that the frame which is used the most in the communication from the traveling agencies on their websites is social sustainability, with environmental considerations coming second, and climate compensation coming third. The final five frames are used less prominently, as just seven files or less coded for animals, certifications, plane travels, economic considerations, plastic, and UN's SDGs.

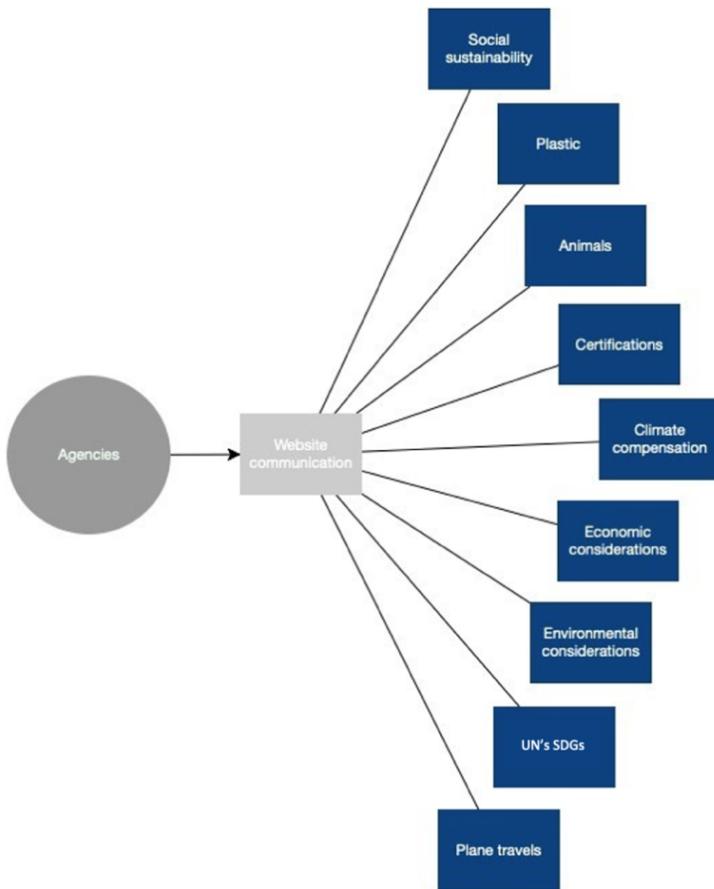


Figure 4 - Initial frames identified

Subsequent coding

As it became apparent during the initial coding that the most prominent frames used by the travel agencies in their communication are social sustainability, environmental considerations, and climate compensation, while the remaining five frames are used in seven files or less, the second coding process took this discovery as a starting point. In the second coding, the objective became to revisit the frames that were coded for, and examine whether some of these less used frames could in fact become specified and thereby integrated into the existing codes with more files, and thereby again become sub topics to the four biggest frames. By gathering the frames and eliminating the lesser used frames, it was possible to uncover the larger overall frames which were communicated by the travel agencies, rather than focusing on smaller sub topics, which may, due to their rather few mentions, arguably not carry any real weight or have an impact on the consumers overall.

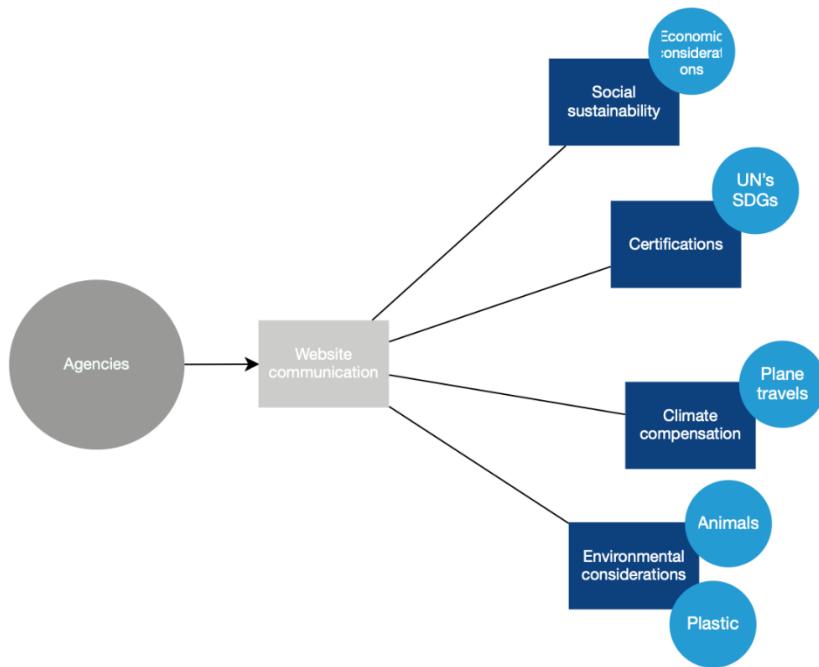


Figure 5 - Subsequent frames identified

During the subsequent coding, it was discovered that some of the smaller frames could indeed be coded together with the larger frames (Figure 4), as it became evident that the sections and words that were coded as economic considerations had similarities with the ones coded as social sustainability. Similarly with animals and plastic, which have been added to the frame environmental considerations, as well as the frame UN's SDGs now became part of the overall frame of certifications. Even though the frame of certifications was not as used in itself, this thesis will argue that it is an important frame to keep as itself, as it would not provide a sufficient background for further analysis if it was decided upon to merge it with others. The final frames which were merged, were plane travels and climate compensation. The initial thoughts when merging these two frames were that climate compensation should become a part of an overall frame by the name plane travels. However, climate compensation is such a specific subject in communicating sustainability in the travel industry, which arguably makes this frame too important to be renamed into something that is virtually a too broad concept. Therefore, the decision was made to absorb the lesser used frame plane travels into the frame climate compensation, and four overall frames were found; Environmental considerations, social sustainability, climate compensation, and certifications.

Subsequent frames	Files	References
Nature care	30	51
Social sustainability	27	48
Climate compensation	20	42
Certifications	7	13

Table 16 - Subsequent and final frames

This leaves the analysis with four final frames, and social sustainability is no longer the most used frame. The frame environmental considerations needed to be looked at a third time in order to make sure that the patterns coded for still fit under the same frame, and perhaps the frame should be renamed in order to fit. Due to the fact that the phrase ‘environmental considerations’ in fact largely fits any of the other frames, it was decided that the frame should instead be renamed into ‘nature care’, as it encompasses how travel agencies care for the nature. The frame ‘nature care’ had then taken over as the most used frame, with social sustainability coming in a close second, while climate compensation was still the third most used frame, and certifications remains as the least used frame by the travel agencies. Thus, it can be deducted that the Danish travel agencies primarily communicate within the four frames as shown above: nature care, social sustainability, climate compensation, certifications.

Themes (Frames)	Representative Examples (DK)
Nature care	<p>N1) Vi ønsker først og fremmest, at alle vores rejser er skruet rigtigt og ansvarligt sammen. Det betyder i praksis, at vi fokuserer på at minimere energiforbruget og fremme naturbeskyttelsen og økosystemerne (Albatros Travel).</p> <p>N2) Vores mål er, at vi ikke skal bruge engangsartikler i plastik efter 2020. I de tilfælde, hvor der fortsat er behov for dette, vil vi forsøge at finde alternative og mere miljøvenlige løsninger (SPIES).</p>
Social sustainability	<p>S1) Vi vil have et nært forhold til ”vore” destinationer i udviklingslandene, hvor vi arbejder på at gøre en forskel for lokalbefolkningen og herunder yde særlig hjælp (Albatros Travel).</p> <p>S2) Etik, bæredygtighed og socialt ansvar er grundstenene i Apollos virksomhed. Det gennemsyrer både det interne arbejde samt samarbejdet med eksterne leverandører og andre samarbejdspartnere. Børns ret til beskyttelse og alles ret til gode arbejdsvilkår har vi ekstra meget fokus på, da vi bevæger os i et globalt miljø, hvor dette ikke altid er i fokus (Apollo).</p>
Climate compensation	<p>CC1) I praksis fungerer det sådan, at du i dialogen med din rejsekonsulent får mulighed for at sige ja tak til at klimakompensere for din flyrejse. Hvis du ønsker dette, beregner rejsekonsulenten prisen for flyrejsens CO₂-aftryk (Jysk Rejsebureau).</p> <p>CC2) Ingen kan være i tvivl om, at vi står over for store klimamæssige udfordringer. Derfor har vi som virksomhed valgt at sikre os, at alle vores kunder rejser CO₂-neutralt. Når du rejser med MyPlanet kompenserer vi derfor dit CO₂-udslip i forbindelse med rejsen (MyPlanet).</p>
Certifications	<p>CT1) Velkommen til Danmarks første certificerede rejsebureau indenfor bæredygtighed. Kipling Travel blev tilbage i 2015 som det første rejsebureau i Danmark fuldt certificerede inden for Travelige, det store europæiske bæredygtighedsprincip (Kipling Travel).</p> <p>CT2) Hoteller certificeret i bæredygtighed gør det til et aktivt valg. Bæredygtighed er vigtigt for os i TUI. Vi opfordrer vores hotelpartnerne til at arbejde i overensstemmelse med en standard godkendt af Global Sustainable Tourism Council (GSTC) (TUI).</p>

Table 17 – Representative examples agency communication

Danish news media analysis findings

The purpose of the media content analysis was to determine how the Danish news media speaks about sustainability not in general, but in relation to traveling, in order to find out how the term sustainability and the debate surrounding traveling is framed in the Danish news media. When commencing on this analysis, 50 articles were downloaded to NVivo from Infomedia using the plug NCapture from NVivo, which transforms news articles into searchable PDF documents. The articles were searched for using the advanced search mechanism on Infomedia, which allowed for two or more words to be searched for simultaneously, as well as limiting the time span of the articles, and which media the articles were posted in. In searching for the articles to download for this analysis, it was decided to search for ‘bæredygtig’ + ‘ferie’, and ‘bæredygtig’ + ‘rejse’. The time span was set to range from present day to 5-10 years, and the media searched within was set to include nationwide daily newspapers. The 50 articles were not selected blindly and randomly, but they were given a quick read-through in order to ensure that they were of actual relevance, as not all articles which corresponded with the search were relevant to this analysis. Some articles met the search demands, but were about something completely different, so some selection was necessary.

As largely anyone is exposed to the media, the stories, and the frames in their daily lives, being aware of one’s presuppositions on the topic was likewise important when beginning the coding process. This is perhaps even more important to stress here, as part of the research for this thesis has been looking at and reading a lot of articles on the subject specifically through news media, which naturally creates a perception and presupposition on the topic and how the media frames sustainability in relation to traveling. Therefore, when coding for this analysis, it was of the essence to make sure to be aware of this presupposition and look as objectively on the topic and the articles as possible. In other words, attention was brought to being aware of what was brought into the field of research and hereby following a hermeneutic approach.

Initial coding

After downloading the articles to NVivo, the articles were carefully read through, and any relevant themes and apparent patterns found in the articles were coded for. This initial round of coding resulted in 10 frames, which were, here in no particular order, the most common themes used in the articles: *Certifications, climate, CO₂, economy, food, nature, overtourism, plane travel, plastic, and social.*

Initial frames	Files	References
Climate	26	52
CO ₂	23	45
Plane travel	18	38
Social	11	11
Overtourism	9	26
Certifications	6	7
Plastic	6	6
Food	5	10
Nature	3	6
Economy	2	2

Table 18 – Initial frames

From the initial coding, as the table above shows, it is evident that the most frequently used frame by the Danish media is climate, with CO₂ being a close second, and plane travel a third. The fourth most used frame is social, and this frame is used less than half as much as both the climate and CO₂ frames. Overtourism comes in fifth, with certifications and plastic on a shared sixth place. Food, nature, and economy round off the list with no prominent use of those frames.

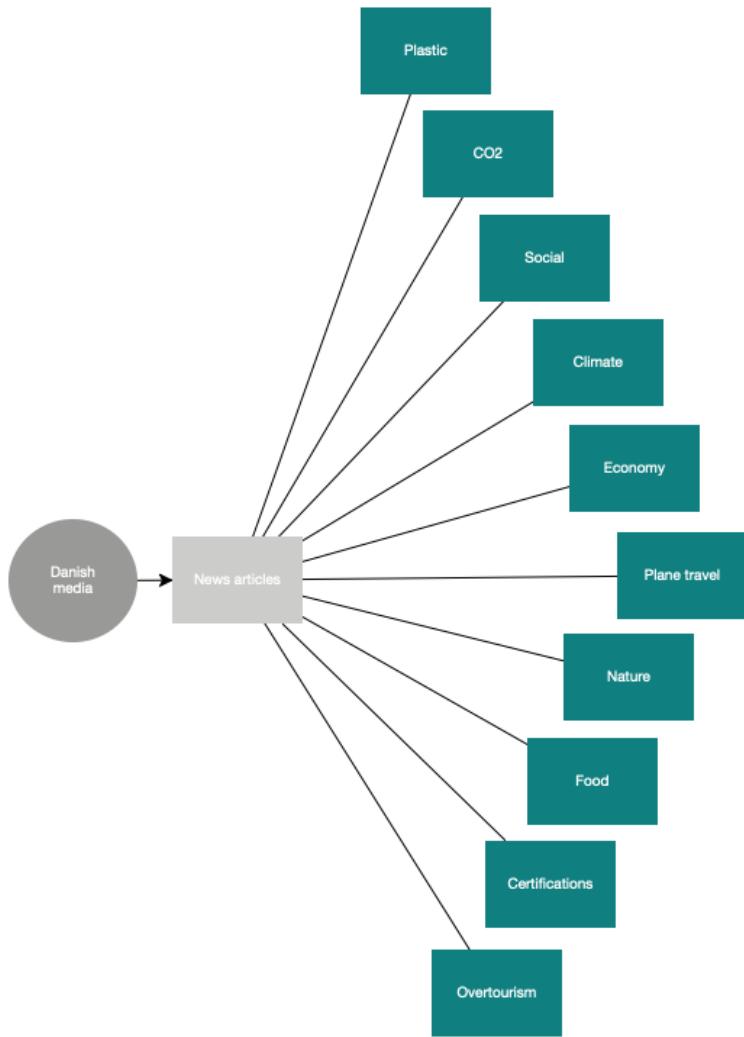


Figure 6 - Initial frames identified

Subsequent coding

Having identified ten frames, the subsequent processing of the frames and codes began. This process was initiated in order to make sure that the analysis was sufficient and fulfilling, and that no frames had been overlooked. Furthermore, the second coding process was an opportunity to scrutinize the frames which had already been found and revisit their names and descriptions in order to ensure that they are as accurate as possible. While the subsequent coding process in the communication analysis found that some of the frames encompassed largely the same issues and could therefore be merged, this was not the case for this content analysis of the Danish news media.

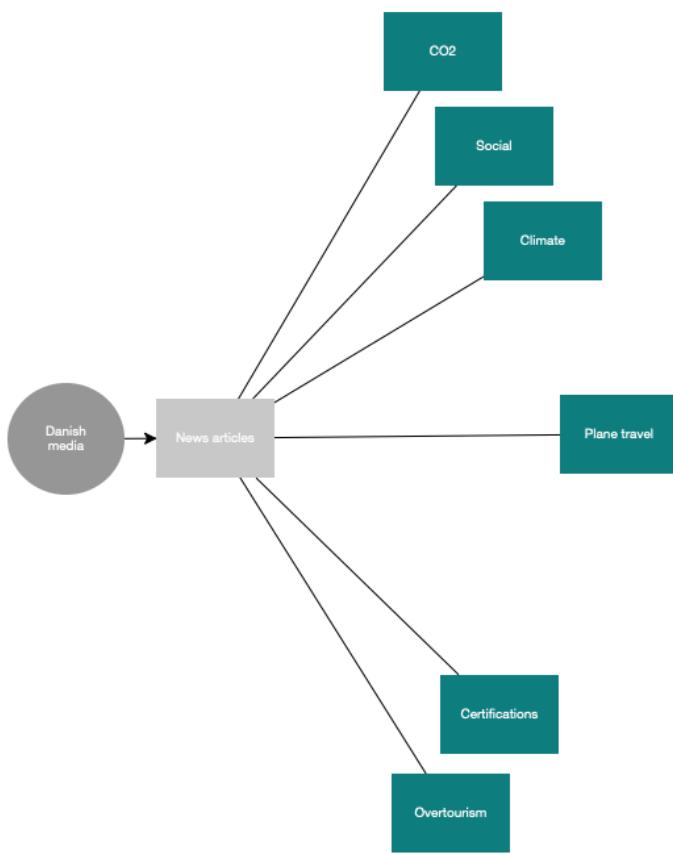


Figure 7 - Subsequent frames identified

Even though, in the communication analysis, the ‘social’ and ‘economy’ frames were merged, this time, the economy frame relates to agency economy, not local economy at the destinations, and is therefore argued to not be a part of social sustainability. However, it was found that the names and descriptions of the frames found are in fact quite accurate in relation to the articles, material and information which they code for. Instead of merging the codes, the possibility of deletion was considered instead. As only six or less files out of 50 were coded to plastic, nature, economy, and food, and the impact of these is therefore arguably small, if existing at all, the decision was made to drop these frames. Even though only six frames were coded to ‘certifications’ as well, this frame was kept, because a similar frame was found in the communication analysis, which could become crucial, or at the very least, an interesting point for further analysis.

Subsequent frames	Files	References
Climate	26	52
CO ₂	23	45
Plane travel	18	38
Social	11	11
Overtourism	9	26
Certifications	6	7

Table 19 – Subsequent frames

Thus, the final frames found are the six frames described in the figure above, with the four most prominent being *climate*, *CO₂*, and *plane travel*.

Frames	Representative Examples (DK)
Climate	<p>CL1) Hvad der savnes fra turismeindustrien, er en selvkritisk kortlægning af, hvordan dens mange aktiviteter belaster klimaet – og hvordan problemet kan hjælpes. Der er brug for mere rettidig omhu fra turistbranchen selv (Marstal, 2019).</p> <p>CL2) Turisme er en kæmpe industri, men vores rejselyst presser klima og natur. Hvis vi virkelig vil gå Forrest for et bedre klima, er det påtrængende nødvendigt, at vi gentænker hvor vores næste ferie skal tilbringes, og hvilke transportmidler vi vil benytte til det (Rytter & Ravn-Pedersen, 2017).</p>
CO ₂	<p>CO1) Turisters CO₂-aftryk er langt større end antaget. Turismen er ansvarlig for en tolvtedel af alle klodens CO₂-udledninger, lyder det i ny, opsigtsvækkende undersøgelse (Aagaard, 2018).</p> <p>CO2) Vores klimaaftfryk afhænger selvfølgelig i høj grad af hvor vi tager hen, og hvad vi laver på ferien. Men som pejlemærke udleder en dansker omkring 20 tons CO₂ om året, og en ferie hvor man flyver, kan sagtens udlede 2-3 tons mere, end man normalt gør (Pilgaard, 2018).</p>
Plane travel	P1) For at holde klimaforandringerne i skak er forskere, græsrodsbevægelser og politikere enige om, at vi i fremtiden skal flyve mindre (Højrup & Husted, 2019).

	P2) Er du klar til at droppe ferien sydpå eller weekendturen med kæresten til London? Danskerne flyver stadig i stor stil på ferie, men der er en voksende bevidsthed om, at det koster på samvittigheden (Bender, 2019).
Social	<p>S1) Turismen er afhængig af flyrejser, og naturbeskyttelse er direkte forbundet med turistindustriens økonomiske kamp. Ifølge World Travel and Tourism Council er én ud af ti erhvervsaktive beskæftiget i rejse- og turistbranchen, som udgør mere end 10 procent af den globale økonomi. I mange lande er naturbaseret turisme en af de største indtjeningskilder (Christ, 2019).</p> <p>S2) Fremtidens bæredygtige turisme er socialt ansvarlig, og turisternes penge skal ende de rigtige steder. Den socialt ansvarlige turisme kan nemlig være med til at ændre verden til det bedre (Byager-Rabøl, 2020).</p>
Overtourism	<p>O1) Overturisme er ikke noget nyt fænomen. Det oplevede man allerede på Mallorca og Costa Brava i 1970'erne, men problemet er, at turismen har været i vækst siden starten. Der kommer mere og mere turisme, fordi flyrejser er blevet billigere, og folk har fået flere penge mellem hænderne. Derfor stiger det overordnede pres på verden (Egebo, 2018).</p> <p>O2) Masseturisme er blevet et globalt fænomen, der har fået Louvre-ansatte til at strejke, Venedig til at tage entré og Thailand til at lukke en strand. I København vil man have bæredygtig turisme, og den skal gerne spredes sig til brokvartererne og Kronborg (Rosenbæk, 2018).</p>
Certifications	<p>CT1) Wonderful Copenhagen får som de første i verden nyt grønt stempel for bæredygtighed. Certifikatet er det første, der direkte er målrettet internationale turistorganisationer, der sætter stort fokus på bæredygtig turisme (Holtegaard-Kasler, January 2019).</p> <p>CT2) Hold plastfri ferie. Kig efter Travelife-certificeringen, hvis du sætter pris på bæredygtig turisme. Nogle hoteller har reduceret deres aftryk på naturen ved for eksempel at udfase plastik til gavn for dyreliv og miljø (Holtegaard-Kasler, April 2019).</p>

Table 20 – Representative examples

OVERVIEW OVER FINDINGS

The figure below presents an overview of the three most prominent frames and consumer associations identified in the findings above by the three different actors. Looking at the figure, it is evident that the three most used frames by the media when communicating about traveling in relation to sustainability is climate, CO₂, and plane travel. The three most used frames used by the Danish travel agencies when communicating sustainability is nature care, social sustainability, and climate compensation. And the three concepts which consumers associate most with traveling in relation to sustainability is avoid planes, transport, and CO₂.

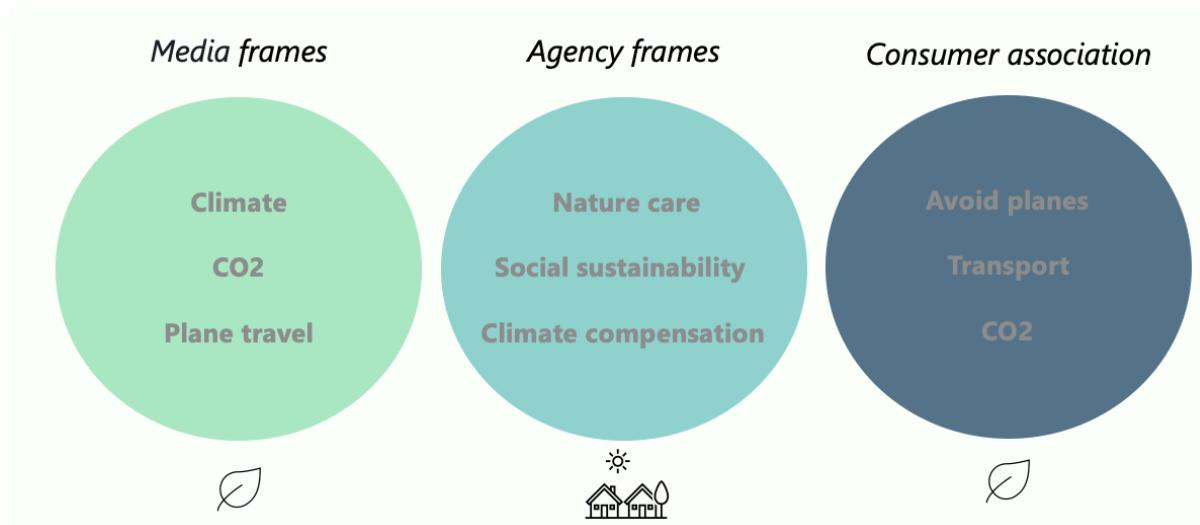


Figure 8 - Overview over frames used by media and agencies, and consumer understanding of sustainability

In the next section, the findings from these three analyses will be further analyzed, interpreted, and qualified using various theories and concepts as presented in the theory section.

ANALYZING THE FINDINGS

Why the agencies communicate about sustainability

In the consumer analysis conducted above, it became evident that almost half of the consumers do not find it trustworthy when travel agencies communicate about sustainability. This was backed by a case from the Danish Consumer Ombudsman as seen in Hecklen (2019), where a consumer found it to be inherently wrong for travel agencies to communicate about sustainability, as they thought that sustainability and traveling was two polar opposites and not compatible in any shape or form. However, despite the consumers' apparent distrust in travel agencies' communication around sustainability, the travel agencies still do communicate about this exact topic. Hence, this section will aim to analyze and perhaps determine why the agencies decide to communicate about sustainability at all. Having ascertained that travel agencies communicate about sustainability on their websites to the consumers primarily by focusing on the three themes presented in the overview above (Figure 7), the question of why the travel agencies communicate about sustainability will be analyzed in this section by using the concepts of institutional isomorphism and legitimacy.

Institutional isomorphism

When asking sustainability expert Niels Riis as to why he thinks that the travel agencies work and communicate with and about sustainability, he replied with:

“There will always be an element of ‘follow the market leader’. They decide to become sustainable, but why? I do not know, but that is what the others are doing. And then you suddenly find yourself running in the same direction [...] It is not so much about seeing a need for it in the market, but rather it is because everyone else does it.” [OT] (N. Riis, personal communication, February 22, 2021).

Essentially, the point of view represented by Niels Riis is that the travel agencies communicate about sustainability because the others do so. There is arguably an element of a ‘follow the market leader’ mentality, which will be analyzed and further qualified using the concept of institutional isomorphism. In order to understand this mindset and interplay from and between the agencies, the question of institutional isomorphism comes into play. DiMaggio and Powell (1983) argue that organizations are becoming more homogenous, primarily as a way of dealing with uncertainty. The homogeneity or similarity between organizations in this case is the decision to communicate about sustainability, which all of the chosen Danish travel agencies do. DiMaggio and Powell further state

that organizations do not only compete for customers, but also for institutional legitimacy, which many of them accomplish through institutional isomorphism (1983).

As previously presented in the theory section, the concept of institutional isomorphism consists of three types of isomorphism; 1. Coercive isomorphism, which stems from political influence, stakeholder expectations, and the problem of legitimacy; 2. Mimetic isomorphism, which results from standard responses to uncertainty; and 3. Normative isomorphism, which is associated with professionalization within a specific field (DiMaggio & Powell, 1983). As there is no apparent uncertainty or professionalization in play when speaking of the travel agencies, neither the normative nor mimetic isomorphism are argued to be relevant in this case, and the focus will therefore be on coercive isomorphism. When taking a closer look at the definition of coercive isomorphism, DiMaggio & Powell (1983) describe it as resulting from both formal and informal pressures put on organizations not only by other organizations but also by cultural expectations in society, and, in some cases, government mandates.

In the quote from sustainability expert, Niels Riis (personal communication, February 22, 2021) as presented above, it can be deduced that he believed there is indeed an element of pressure from other organizations in communicating sustainability. The fact that Niels Riis establishes that the travel agencies do not necessarily know why they are working with sustainability, but they do so because everyone else is doing it, further substantiates the perception that coercive isomorphism is arguably at play in the question of why Danish travel agencies communicate about sustainability at all.

Looking at the social aspect, it is likewise evident that there is much more talk about sustainability in Denmark now than ever. According to Google Trends, searches for the term ‘bæredygtighed’ (sustainability) in Denmark hit an all-time high in 2020 (‘Bæredygtighed’, Google Trends, 2021), which highlights the interest in the topic from society. This thesis will argue that this interest from society further substantiates the argument that the agencies work with sustainability as society has demanded organizations to take on the subject, in order to stay relevant and as desirable as possible. In a report published by PwC in 2019, 400 Danish top executives were asked why their company had decided to work with FN’s SDGs. The top two reasons were 1. That they want to take responsibility (81%), and 2. That it is expected by their external stakeholders (50%) (PwC, 2019). This expectation by external stakeholders speaks into the theory of coercive isomorphism, and even though the executives were asked specifically about FN’s SDGs, this thesis will argue that it is applicable to the general communication around sustainability as well.

Andreas Rasche, professor from Copenhagen Business School, (in Mortensen & Rasmussen, 2019) likewise states that there is a pressure from the outside world that causes large Danish companies to sharpen their focus on sustainable solutions and initiatives as he says that: “There is a big political pressure for companies to have clear rules and regulations about their responsibility.” (ll. 21-25). Niels Riis likewise emphasizes this notion of political influence when asked about his views upon the work with sustainability in the travel agencies, as he stated that, ‘They (ed. the travel agencies) feel the pressure from the government.’ [OT] (N. Riis, personal communication, February 22, 2021). So, while there is a clear pressure from society and consumers, the Danish travel agencies likewise feel pressure from the government and governmental institutions. As an example, this pressure comes from the Paris agreement, where airlines are part of the common goal to reduce emissions, even though they are not strictly subject to the agreement (EU’s klimamål, n.d.).

Legitimacy

DiMaggio and Powell (1983) highlight the issue of legitimacy as an important aspect in coercive isomorphism, as they state that coercive isomorphism can be used to achieve a greater sense of legitimacy for outside stakeholders. So, while it has been argued that the Danish traveling agencies work with and communicate about sustainability because they are facing pressure from society and consumers, other agencies, and governments, there is also another aspect of communicating sustainability. Sustainability communication can thus be used as an attempt to accomplish a greater sense of legitimacy from the external environment. And perhaps then to become more attractive to consumers.

Suchman (1995) defines legitimacy as a “generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed system of norms, values, beliefs, and definitions.” (p. 574, l. 3). In this case, the socially constructed system of norms, values, beliefs, and definitions are the demand from society that organizations take on the issue of sustainability, and the theory therefore suggests that if travel agencies adhere to these expectations and communicate about the subject, then legitimacy would be accomplished.

However, the consumer analysis conducted in connection with this thesis shows that almost half of the consumers do not find it trustworthy when traveling agencies communicate about sustainability (Appendix A, Q12, 2021), and that more than half of consumers do not understand the communication from travel agencies regarding communication (Appendix A, Q11, 2021). But on the other hand, the majority of the consumers also said that it does in fact matter to them that traveling agencies care

about sustainability (Appendix A, Q10, 2021). These results seem contradicting, and they mean that a higher degree of legitimacy is not necessarily accomplished simply by travel agencies communicating about sustainability. Sustainability communication could on the contrary perhaps be posing a risk to the legitimacy of the travel agencies, if the consumers have the inherent opinion that travel agencies should not be communicating about the topic. This thesis will thus argue that they communicate about sustainability because they face some demand from the consumers, the society, and the politicians, and that they further seek to be perceived as a legitimate entity by communicating about this subject.

Furthermore, in order to look deeper into the question of legitimacy in relation to consumer trust, this next section will dig into the issue of why travel agencies communicating sustainability is not perceived as being trustworthy for the consumers, and why the consumers find it difficult to understand the communication around sustainability.

Understanding of the concept and communication around sustainability

The traveling industry is fundamentally assumed and understood by the public to be polluting (To & Westmann, 2020), and the media have kept columns open to this subject specifically while ‘Flyskam’ has been accepted as a new word by the Danish Language Council. This perception of the traveling industry might be the first step in identifying the reasons behind the lack of understanding. Looking at the media content analyses conducted above, as well as the analysis conducted by Epinion in 2019 (Epinion, 2019a), it is evident that the media, the travel agencies, and the consumers do not necessarily share the same perception of what sustainability means.

Agency frames	Files	References
Nature care	30	51
Social sustainability	27	48
Climate compensation	20	42
Certifications	7	13

Table 21 - Agency sustainability frames

Media frames	Files	References
Climate	26	52
CO ₂	23	45
Plane travel	18	38
Social	11	11
Overtourism	9	26
Certifications	6	7

Table 22 - Media sustainability frames

Consumer associations with ‘sustainable travel’ (Epinion, 2019)

Most associated

Avoid airplanes
Transport
CO₂

Least associated

Nature
Recycling
Local

Table 23 - Epinion (2019a) 'Associationer til en bæredygtig ferie'

Looking at these frames and associations, it is evident that the most used frames by the travel agencies, '*nature care*' and '*social sustainability*', are what the consumers according to Epinion (2019a) least associate with sustainable traveling with '*nature*' and '*local*' coming in at the least associated terms. On the other hand, the frames most used by media, '*climate*', '*CO₂*', and '*plane travel*' are also what most consumers according to Epinion (2019a) associate with sustainable travel, where '*avoid airplanes*', '*transport*', and '*CO₂*' are the three words most associated with sustainable travel. This thesis therefore argues that there is a misalignment between what travel agencies communicate about sustainability, and what consumers associate with sustainable traveling. There is a visibly larger degree of alignment between how the media is talking about sustainability in relation to traveling, and what consumers associate with sustainable traveling.

However, the term '*climate compensation*' is the third most used frame by the Danish travel agencies, which speaks well into the consumer associations with CO₂, plane traveling, and transport. This presents some degree of alignment between the agencies and consumers and should therefore be a source for travel agencies to direct their communications at the target group's concerns, and an area where consumers would be receptive to their communication. Nonetheless, looking at the consumer analysis conducted earlier on, it was ascertained that only 3% of the Danes have complete confidence in climate compensation (Epinion, 2019a), which means that even though the travel agencies are communicating third most about a definite concern of the Danes, they are also communicating about a subject which the Danes have virtually no trust in. This area of consumer trust and sustainability communication will be analyzed further later on.

Therefore, due to this perceived misalignment between communication and understanding between the agencies and the consumers, one can argue that it may be difficult for agencies within the travel industry to reach complete legitimacy as long as the consumers have a different understanding of sustainability than the agencies do. Even though the travel agencies, as the theory of coercive isomorphism stipulates, do in fact communicate about a subject that concerns society, the agencies frame it in such a way that it does not reach the consumers in the way it was intended. Here, the question arises of why consumers and travel agencies have different understandings of the concept of sustainability, while the consumers and media apparently broadly share the same understanding. This will be analyzed in the next section using agenda-setting and framing theory.

The media's influence on the consumers

This next part of the analysis will look at the terms of agenda-setting and framing, in order to analyze, and perhaps explain, why the communication of the media and the perception of the consumers appear to be so similar.

According to McCombs (2011), the power of the news media to focus public attention on key public issues is an immense and well-documented influence. McCombs suggests that the result of the mediated world is that the priorities of the media influence the priorities of the public, as the elements weighted in the media become weighted in the public mind (2011). At the same time, Entman (2007) defines framing as ‘the process of culling a few elements of perceived reality and assembling a narrative that highlights connections among them to promote a particular interpretation.’ (p. 164, l. 22). That is, how the media talks about a subject, and which attributes within this subject they decide to put emphasis on when reporting stories in the media. In this thesis, the term ‘frames’ were first introduced in the NVivo media content analyses conducted above, where the themes and communication by the travel agencies and the media was analyzed by looking at how the concept of sustainability in relation to traveling was presented in the media and by the traveling agencies respectively. The theory of agenda-setting was originally introduced by Cohen in 1963 where he defined it as how; “The press may not be successful much of the time in telling people what to think, but is stunningly successful in telling readers what to think about.” (Cohen, 1963, in: Wilson, 2018, p. 34, l. 30). The theory proposes that the media can decide upon which issues are the most salient to cover, and, as McCombs (2011) states, in return, that people are influenced by the coverage of these topics.

When looking at the element of framing, it has been established in the analysis above that when communicating sustainability in relation to traveling, the media primarily uses the frames climate, CO₂, and plane travel as the three most prominent. This means that, taking a starting point in the theory by Cohen (1963) this analysis argues that when the Danish news media communicates or reports on sustainability, they are actively working to assemble a narrative around sustainability that concerns these topics by putting emphasis on certain aspects of sustainability. The reason for media to assemble this exact narrative can perhaps be found in looking to the part of the theory of agenda-setting, where it is discussed who is responsible for setting the media’s agenda, and why they communicate about the subjects they do.

Agenda-setting in the Danish news media

Previously in this thesis, attention was drawn to how the media affects the public opinion. However, there is some discussion as to who is, in turn, responsible for setting the mass media's agenda. According to McCombs and Shaw (1993), the public agenda is affecting the media's agenda, while other researchers seem to agree that ongoing political debates and politicians, as well as public relations professionals can set the agenda for the media's communication (Walgrave & Aelst, 2006, in: Mohd Zain, 2014). As established earlier on, the Google searches for 'bæredygtighed' (sustainability) in Denmark has been steadily increasing during the past decade, ('Bæredygtighed', Google Trends, 2021), so taking a starting point in the belief that the public affects the media agenda, this increasing interest from the public about the topic of sustainability could be a reason for the media to write about sustainability. However, this concern among the public does not provide an explanation as to why the issue is framed as it is in the Danish news media, which is to communicate mostly about CO₂, climate, and plane travel when it comes to communicate about sustainability and traveling. Sustainability is a broad topic, also when talking about traveling, and the media could arguably just as well have communicated about poor wages and working conditions at destinations, caring about nature erosion, or even the importance of tourism in economically vulnerable areas. So, in order to further expand this choice of framing from the media, this next section will look into the politics surrounding sustainability in Denmark.

The political environment and sustainability

Taking a moment to think about how the political agenda has been looking during the past decades, there is little doubt that sustainability is, if not on the top of the list, then at least somewhere close to taking the first-place spot. According to Bjerregaard (2013), the first UN environment conference was held in Stockholm in 1972 where the world leaders agreed on some initiatives to protect the environment; fast forward to 2019, where the most important subject at the Danish general election was environmental and climate politics. Bjerregaard (2013) further asserts how the term 'sustainability' since 2010 politically has been linked with the term 'resilience', meaning the ability of the nature to absorb the pressure from modern civilization, for example in the form of accelerating CO₂ emissions. When talking about sustainability in Danish politics, the term is usually used in relation with green technologies, more environmentally friendly products, and more environmentally friendly consumer behavior – and in particular with the term green transition, which is fundamentally explained the process of using renewable energy instead of fossil fuel (Bjerregaard, 2013). Furthermore, it has been established earlier on in this thesis that the travel industry is largely seen as

an industry that is inherently not environmentally friendly and is arguably not developed in terms of green transitioning. So, when the political agenda is mostly concerned with climate problems, this will inevitably affect the communication and framing of sustainability in relation to traveling, as the travel industry is seen as a climate sinner. Lars Gundersen, CEO at Kipling Travel, likewise points to how the media is mainly concerned with the emissions-part of the sustainability debate: “The tone [ed. in the media] has become very hard and shrill in terms of traveling. It is very rigid in that everything is about CO₂ emissions.” [OT] (Lars Gundersen, personal communication, March 3, 2021).

This thesis cannot with certainty determine exactly whom affects whom, or even who sets the agenda to begin with. However, it is first and foremost argued that the political focus on sustainability, where the term is used almost interchangeably with ‘environment’ and ‘green initiatives’ could serve as an explanation as to the reason why the media frames the communication around sustainability in relation to traveling in the way they do. Secondly, this thesis will argue that the reason for the media frames to correspond to such a great extent with the public perception of sustainability, is that the media has been influencing, and still continues to influence the opinion of the public, as can be seen in the light of agenda-setting. Therefore, it can be argued that the political environment influences the media, which influences the public, and thus the consumers’ perception of sustainability correlates with the media’s framing of the topic, which is largely based on CO₂ and climate.

How the agencies communicate about sustainability

In the content analysis conducted above, it became evident that the consumers, the media, and the agencies do not understand, perceive, and communicate about sustainability in the same way. It has been established that due to framing and agenda-setting, the media and consumers largely share the same view on the way in which sustainability should be communicated about. However, the agencies seem to be of a different opinion or perception. The reason for agencies to communicate about sustainability in the way they do will be analyzed and outlined in this section by using interviews from the travel agencies, as well as theory on the subject.

The frames primarily communicated about from the agencies were *nature care*, *social sustainability*, *climate compensation*, with *certifications* coming in fourth. When communicating about sustainability, Kolk et al. (2001 in: Gill, Dickinson & Scharl, 2008) state that balanced reporting, which reflect accurate behavior will be perceived more positively by stakeholders. Furthermore, even though communicating about, and caring about, sustainability is demanded by society and consumers, Deegan & Rankin (2002 in: Gill, Dickinson & Sharl, 2008) emphasize that sustainability communication that is not merely an attempt at obtaining legitimacy is encouraged. As these arguments suggest, agencies should take a truthful and balanced approach in their sustainability communication.

Agencies deciding what to focus their communication on

Looking at the interviews conducted with representatives from the travel agencies, this truthful approach to sustainability communication seems to have been adopted by Kipling Travel, as Lars Gundersen, CEO of Kipling Travel says: “We want to be a part of an honest story about what we can and what we do, but also what we cannot do. That is just as important.” [OT] (Lars Gundersen, personal communication, March 3, 2021). Lars Gundersen then elaborates on this honesty by explaining that this story about what they can do takes its roots in social sustainability, because that is where he sees that they as a company can make a difference:

“The best way we can contribute to sustainability issues is for example to send people out on a holiday so that the people in the local community have an income and do not die from starvation. We have some social initiatives where we can make a difference, which is usually aimed at people. That makes a difference. Giving people an environmental course on collecting garbage. Small steps, but where we can make a difference.” (Lars Gundersen, personal communication, March 3, 2021).

When asking another travel agency, Apollo, which considerations they as a company go through when communicating about sustainability, Glenn Bisgaard, Communications Manager at Apollo, highlights largely the same thought process as Lars Gundersen did:

“Sustainability for us, this is where it is important for me to stress that most people when they talk about sustainability, they only think about CO₂ and the environment. That is only one sixth or one seventh of it. It is also about human rights [...] and about having proper working conditions and treating animals right. These are the things that we can influence.” [OT] (G. Bisgaard, personal communication, February 21, 2021).

Glenn Bisgaard thus, just like Lars Gundersen, states that Apollo communicate about the things they feel like they can influence and likewise draws attention to aspects relating to the social dimension of the triple bottom line, like working conditions and human rights. Another aspect which may have an influence on the travel agencies deciding to communicate about the nature and social sustainability, could potentially be the consumer perception of the companies’ motivation for communicating about what they do. According to Brønn and Vrioni (2001 in: Villarino & Font, 2015), only those sustainability actions that have a good fit with the businesses’ values will have a positive impact on the consumer. Lars Gundersen, CEO at Kipling Travel, highlights this business-value fit, as he states why they at Kipling Travel have decided not to communicate about for example CO₂ emissions:

“About the entire emissions debate, which is very prominent in the agenda. That is our contribution to reduce emissions and compensate, but it is not something neutral [...] You cannot write about CO₂ neutral traveling, because it is simply not possible.” and continues by stating that “There are some areas where we have to give up. Places where we cannot be certain that things are as they should be. In those areas we must be honest and say that we cannot do anything about it.” [OT] (Lars Gundersen, personal communication, March 3, 2021).

He thus ascertains how he believes that they, as a travel agency that uses planes and fly people around the world, cannot trustfully communicate about CO₂ neutrality, because it is merely not in line with their business actions, which, by virtue of their mode of transportation, is not CO₂-friendly. However, Lars Gundersen still mentions their contribution to compensate these emissions. In order to further look into this concept of areas that are in line with the agencies’ operations, the next section will be taking the concept of CSV into consideration.

CSV – Creating Shared Value

As stated above, one of the frames which the travel agencies communicate about in relation to sustainability encompasses social sustainability. Thus, this section turns to expand the frame of social sustainability and pay further attention to what it includes, why travel agencies engage in it, and how it creates value.

When travel agencies decide to engage in social sustainability for example in the shape of local projects, this is done in order to address the societal needs and to ensure that the local people in the communities get an income and make sure that the areas develop. As a matter of fact, these engagements in projects and initiatives in collaboration with the locals also often comes from the travel agencies' desire to create economic value for the agency. The concept of CSV, 'Creating Shared Value' describes exactly this duality of how a company can both help drive innovation in a community and create economic growth. Porter & Kramer (2011; 64) define CSV as the principle of shared value involves creating economic value in a way that also create value for society by addressing its needs and challenges. Thus, the local initiatives and engagement in local projects both need to create some social value while at the same time being relevant for the business. Mikkel Hansen, Communications Manager at TUI further explains:

"Companies need to look at their business and determine where they affect the world negatively and thus decide upon how we can affect it positively, without the foundation of the business being eliminated. But it has to be relevant to the business, otherwise it is just philanthropy." [OT] (M. Hansen, personal communication, February 18, 2021).

For instance, TUI decided in 2020 to collaborate with Reef-World Foundation. The project will involve educating more than 300 local people with the focus of making them capable to work towards preserving the coral reef and inspire the local community of The Dominican Republic (Hobson, 2020). Moreover, TUI has also invented a local initiative in Marrakech:

"We have been involved in an exciting project in Marrakech with a lot of disadvantaged young people where we have made a bicycle repair shop. The young people both help repair bikes, but they also function as local guides showing tourists around the town of Marrakech on bikes. A very sustainable project in which shows how bicycles can function as a pivotal point for social inclusion" [OT] (M. Hansen, personal communication, February 18, 2021).

It is therefore evident how TUI has selected some projects by which they engage in the local community in a way that benefits their business, as it has an impact on their guests and tourists, but at the same time, they take responsibility at the destination and communicate this to the consumers.

Sustainability certifications and climate compensation

While most focus has been on the three most communicated frames by the agencies, this section will look at the fourth most communicated frames from the travel agencies, together with the third most communicated frame. These are climate compensation and certifications, which both are much-used initiatives by many of the agencies. Mikkel Hansen, Communications Manager at TUI explains their communication with certifications by stating that:

“We make sure that when customers book a hotel that is certified, it is indicated in the booking that they save this much CO₂ by picking this hotel, in order to give the consumers an ‘aha’-experience and have them think about the topic.” [OT] (M. Hansen, personal communication, February 18, 2021).

It can thus be deduced that TUI uses certifications in their communication as a way of making consumers consider their own actions in relation to sustainability. On the other hand, Niels Riis, sustainability expert, refers to the certifications as mostly a tool for the agencies, as he contends:

“If the agencies follow them [ed. the certifications], they are not going completely off track. The agencies do not have to reinvent the wheel when we have these certifications. They [ed. the certifications] are mostly here for the agencies. If shit hits the fan, you can always become Travelife certified.” [OT] (N. Riis, personal communication, February 22, 2021).

Niels Riis thus points to the communication around certifications as a way of the agencies hedging their bets, as if when they are sustainability certified, they are somewhat secure from scrutiny. At the same time, Niels Riis also perceives the certifications as something that does not necessarily speak to anyone, but something that the responsible and critical consumer can use: “If you are somewhat critical and find it important to travel sustainably and responsibly, it is nice being able to lean up against these certifications. You are not completely safe, but you are on the right path.” [OT] (N. Riis, personal communication, February 22, 2021). That certifications do not necessarily speak to everyone was also evident in the consumer analysis conducted in relation to this thesis, where, when asked “to which degree does it matter to you whether a travel agency is sustainability certified?” the majority of respondents said, ‘to a lesser degree’ or ‘not at all’ (Appendix A, Q14, 2021).

In the consumer analysis conducted at the beginning of this thesis, it was likewise established that only 3% of consumers have complete confidence in climate compensation (Epinion, 2019a). However, as a matter of fact climate compensation is still the third most used frame by agencies. Where Lars Gundersen, CEO at Kipling Travel, stated that reaching CO₂ neutrality is not possible (L. Gundersen, personal communication, March 3, 2021), several agencies do choose to communicate about climate compensation regardless. Mikkel Hansen, Communications Manager at TUI, further elaborates on how TUI communicate about climate compensation as a way of preparing themselves for the future:

“Climate compensating is money that we will not get back, but they are spent at something useful [...] We do it as a way of preparing ourselves for the future and for the restrictions that will come, for example air taxes.” [OT] (M. Hansen, personal communication, February 22, 2021).

Glenn Bisgaard, Communications Manager at Apollo, also refers to the outside world and expectations when talking about climate compensation, as he states that: “It takes up a lot of space in the media [...] If you are booking a holiday, then you, we, and the media expect us to climate compensate for your holiday.” [OT] (G. Bisgaard, personal communication, February 21, 2021). It can thus be argued that perhaps the decision to communicate about climate compensation is just as much an attempt to obtain legitimacy, as the travel agencies seem to communicate about climate compensation because they are expected to by external stakeholders. It can thus be argued that the main reason for the Danish travel agencies to communicate about the frames they do, rather than the frames which would make their communication become in tune with the Danish news media coverage, and therefore also the consumers, is that they seek legitimacy and trustworthiness by communicating about the issues and initiatives that lie close to their operations.

Having analyzed the issue of how the media can play a part in why the consumers understand sustainability communication the way they do, as well as why and how agencies communicate the way they do, this next section will look at whether consumer trust likewise plays a part in the perceived misalignment between the communication happening between consumers and travel agencies.

Consumer trust and agency communication

In the consumer analysis, it was established how there is a lack of trustworthiness from consumers to the travel agencies when it comes to sustainability communication. This lack of trust, and whether it can potentially play a part in the consumers being receptive towards the sustainability communication from travel agencies, will be analyzed in this section using theories relating to greenwashing, green confusion, and green trust.

Travel agencies highlighting the issue of distrust

In the consumer analysis it was found that a certain degree of distrust among the consumers exist in relation to the travel agencies communicating about sustainability. This is not only an experience held by consumers themselves, but the travel agencies experience the distrust too. Both Mikkel Hansen, Communications Manager at TUI, as well as travel industry professional, Peter Rasmussen have stated that they experience some degree of distrust among the consumers. Mikkel Hansen, Communications Manager at TUI points to how TUI has experienced doubt and distrust expressed by consumers when communicating sustainability: “When we first announced our decision of stepping into climate compensation, many consumers questioned this on our social media platforms by writing comments like ‘well, but you are still causing pollution?’” [OT] (M. Hansen, personal communication, February 18, 2021). As a result, TUI had to defend themselves and further explain the matter to the consumers. Travel industry professional, Peter Rasmussen likewise highlights the distrust from consumers, while he claims that the lack of trust in sustainability communication relates to the consumers’ fear of being defrauded:

“It might be the right thing to say, the fact that you want to travel more sustainably. However, I think a lot of the consumers are afraid of being defrauded [...] so how do we convince the ordinary consumer, if their concerns solely relate to whether their money will be reserved for the right purpose?” [OT] (P. Rasmussen, personal communication, March 1, 2021).

Greenwashing, green confusion and green trust

Having highlighted the issue of trust from the Danish travel agencies’ point of view, it is evident that a degree of distrust exists among the consumers. However, this distrust does arguably not occur for no reason. According to Rohit Bhargava, the first and most basic reason for distrust is because there are so many companies and people who choose to lie to us either by making misleading claims or simply by hiding the truth (Kirkby, 2012). More specifically, Chen & Chang (2012) agree with this

statement by emphasizing how distrust among consumers can be a result of consumers being exposed to pitfalls of green environmental initiatives: “Consumers have learned about the pitfalls of greenwash, since many environmental claims of green products are neither true nor transparent in the market. This is why greenwash is a major impediment to green marketing.” (Chen & Chang, 2012, p. 497, l. 7). It can therefore be argued that because consumers have previously experienced greenwash and misleading claims from companies, their trust with travel agencies is arguably not at the level which the agencies could have otherwise wished for.

In order to understand the standing point of the consumers’ initial interest and approach towards sustainability, this analysis will take a step back and revisit the consumer analysis in order to understand why the consumers have paid attention to sustainability in the first place. As presented in the consumer analysis, “the Danes are generally concerned about sustainability and they are eager and willing to change their behavior or habits for the sake of the climate, the environment and sustainability.” (Vesterbæk, Preus & Logo-Kofoed, 2019, p. 3, l. 6). Polonsky et al. (2010, in: Chen & Chang, 2012) also explain how global warming has had a significant stake in making the consumers realize the importance of changing behavior in order to leave the planet in great condition for the next generation.

However, it can be challenging for the consumers to redeem the good intentions of wanting to change behavior heading in a more sustainable direction if they perceive the sustainability communication from companies as untrustworthy. “Consumers are seeking to modify their behaviors and become more responsible for environmental protection. However, some of the messages conveyed through marketing communication are misleading that may stop consumers from undertaking environmental behaviors.” (Polonsky et al., 2010, in: Chen & Chang, 2012, p. 491, l. 63). Hence, it becomes evident that even though the consumers are willing to change behavior for the sake of the environment, the communication relating to sustainability conveyed by the companies can be misleading. As a result, the consumers get suspicious, which can potentially lead to a lack of trust in the Danish travel agencies’ claims where the consumers are not able to determine which sustainable product they should buy, or if they should buy one at all. Furthermore, Lyon & Maxwell (2011, p. 490, l. 94) state that “many consumers agree that when firms call a product green it is often just a marketing strategy and they would distrust the green claims.” where Peattie et al. (2009, p. 490, l. 97) add that “perceptions of greenwash can damage consumers’ attitude toward a company that communicates about its environmental engagements.” (in; Chen & Chang, 2012).

Being exposed to misleading information can therefore lead to what Turnbull, Leek & Ying (2000) refer to as green consumer confusion and define as “consumer failure to develop a correct interpretation of environmental features of a product or a service during the information processing procedure.” (p. 145, l. 33). Thus, it can be argued that greenwash and green consumer confusion are two critical factors which play a part in decreasing green trust, and in the misconception in communication between the consumers and the travel agencies.

Communication around sustainability certifications

Another concept that the Danish travel agencies communicate about is sustainability certifications. Looking at the consumers’ attitude towards sustainability certifications, it becomes evident that there is some degree of lack of knowledge. In the questionnaire survey conducted in relation to this thesis (Appendix A, Q13, 2021), the consumers were asked to point out which of the sustainability certifications they had heard of before. The presented certifications included Green Key, Travelife, Earth Check, Green Globe, ISO-4001, EU Ecolabel, Biosphere and Rainforest Alliance. The respondents also had the possibility of stating they knew ‘none of the above’. The questionnaire survey revealed that 36,78% of the respondents had never heard of any of the outlined sustainability certifications, while the remaining responses were somewhat evenly distributed on the certifications presented above (Appendix A, Q13, 2021).

As approximately one third of the respondents had in fact never heard of any certifications before, it can be argued that there is a gap in the communication here as well. Travel agencies communicate about sustainability certifications as their fourth most communicated frame, but one third of the consumers does not know about, and are perhaps therefore not receptive to, the travel agencies’ communication around sustainability when they talk about certifications. When asking Glenn Bisgaard, Communications Manager at Apollo, whether he believes that there is a risk of the consumers being confused with these different sustainability certifications, he states: “I want to emphasize that in terms of Travelife [ed. one of the sustainability certifications], the certification definitely lacks some impact. People in Denmark do not know what it is.” [OT] (G. Bisgaard, personal communication, February 21, 2021).

Aside from a lack of knowledge, according to Langer et al. (2008 in: Chen & Chang, 2012) the sheer number of sustainability certifications plays a role in enhancing consumer confusion, as the confusion around many certifications becomes larger than the benefits and can potentially manifest itself as yet a decrease in green trust. This view is also shared by Walsh & Mitchell (2010) and Matzler, Stieger

& Füller (2011) who argue that “confusion may have a direct influence on an individual's cognitive state, resulting in decreased trust.” (in; Chen & Chang. 2012, p. 492, l. 90)

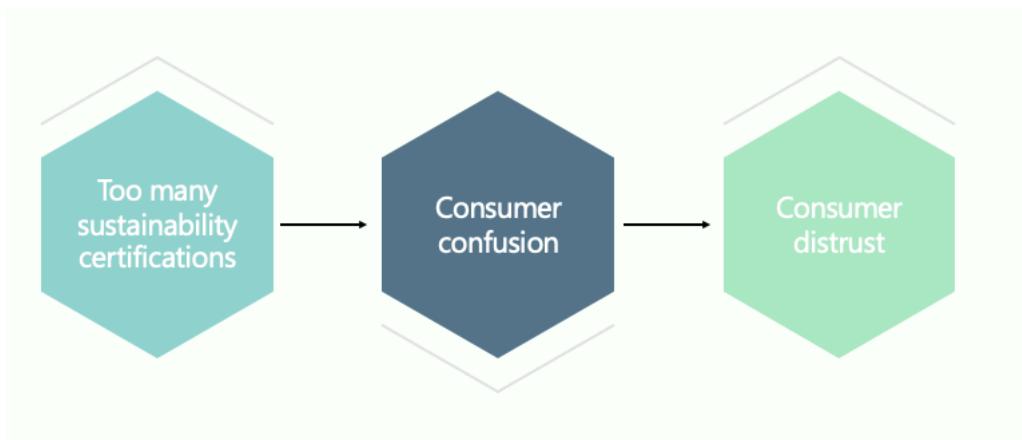


Figure 9 - The relationship between sustainability certifications and consumer distrust

Hence, as the model above (Figure 9) illustrates, sustainability certification can potentially lead to the cognitive reaction of consumer confusion which thereby has the consequence of distrust. The model is based on Langer et al.’s (2008) and Walsh & Mitchell’s (2010) viewpoint, but a similar model has been presented by Moon, Costello & Koo (2017). This is thus not a one-sided topic, as sustainability certifications can be a great tool for companies, as well as a guideline for consumers, as they serve as an indicator of how, and whether, the agencies work with sustainability. Based on the theory, this thesis argues that the issue lies within the number of certifications, as well as a general lack of knowledge of what the certifications signify, which can potentially cause confusion, and therefore distrust, rather than the intended increased trust and transparency.

Generally, it can be argued that consumers possess a high degree of distrust in terms of the travel agencies’ sustainability communication. A distrust exists around the green claims, which leads to consumer confusion. Consumers are seeking to become more responsible in terms of sustainability and nonetheless protecting the environment, but as a lot of the sustainability communication conveyed in general is misleading, consumers are holding back in terms of buying sustainable products. According to Chen & Chang (2012) travel agencies must seek to decrease both greenwash and consumer confusion with the purpose of enhancing the consumers’ trust relating to the sustainability topic. The next section will analyze the consumers’ overall relation to the concept of sustainability, and why there may be a discrepancy between them saying that they want to travel more sustainably, but still refraining from doing so.

Consumer travel habits and behavior

When conducting the consumer analysis of this thesis, it became evident that there is a discrepancy in how the Danes think about sustainability in general, and how the Danes think about sustainability when it comes to traveling. Furthermore, it was visible that there is likewise a discrepancy between what the Danes say that they intend to do in relation to traveling sustainably, and what they actually do when it comes to purchasing their travels. This section will shed light upon these two perceived discrepancies with consumers.

Difference between sustainability in general and sustainability when it comes to travel

In the questionnaire survey carried out in relation to this thesis, the general question ‘What do you associate with the word ‘sustainability’?’ was asked. Here, the four concepts most associated with the word ‘sustainability’ was *considerations for nature and resources, climate, recycling, and responsibility for the future* (Appendix A, Q6, 2021). In the report by Epinion (2019a), where they posted a question about the respondents’ associations to ‘A sustainable holiday’ specifically, the four concepts most associated were *avoid planes, transport, CO₂, and cycling holiday*. The least associated concepts were *nature, locals, and recycling* (Epinion, 2019a). However, both *nature* and *recycling* were at the top of the list when asking Danes about their associations to sustainability in general (Appendix A, Q6, 2021). It therefore seems as if there is a shift in the concern of the Danes when the question changes from general sustainability to sustainability in relation to traveling. In the analysis above, concerning the relationship between the media and the consumers, it was ascertained that the Danes think about sustainability in relation to travel in a certain way because the Danish news media frames the subject in that specific way. It is likely that the media frames sustainability differently when the subject is not about traveling, and that this shift is generated in the same way as when the media talks about sustainability in relation to traveling.

However, the shift can perhaps also be explained as the Danes’ do not wish to worry when traveling. Most of the top associations by the consumers in relation to sustainability has to do with transport, while the other concepts, such as nature, locals, and recycling, which is arguably a predominant factor in many Danes’ daily lives, are disregarded. Mikkel Hansen, Communications Manager at TUI, states that: “Sustainability is something people really do care about. But with vacations, that is an area where there are no concerns about anything. Not a lot of people want to think about sustainability when they are traveling.” [OT] (M. Hansen, personal communication, February 18, 2021).

Niels Grosen, former Chairman of the Board in RID (Association of Tour Operators in Denmark), likewise states that there is a big group of people who do not care about sustainability at all when they are going on a vacation (Husted, 2019). So, one can argue that while the Danes have been receiving information about CO₂, plane travel, and transport in the sustainability debate relating to traveling, and are, due to the influence of the media, concerned about these components, they do not want to worry about recycling their plastic, or taking care of the nature, or have concerns for the locals when talking about vacations, this is not in their thoughts.

The discrepancy between what Danes say and what they do

A report conducted by Megafon in 2018 revealed that 23% of the Danes had stated how they plan on cutting back on plane travels out of concern for the environment (Lykke Hansen, 2019), while 95% said that they either already have or are planning on changing their behavior out of concern of the environment or sustainability (Vesterbæk, Preus, Logo-Kofoed, 2019). However, in 2019, the number of travelers from Danish airports was record breaking, as both Danish airports and airlines experienced their busiest summer in history (Lerche Kristensen, 2019). This perceived discrepancy in what consumers say and what they do will be analyzed in this section using cognitive dissonance and attitude-behavior gap theory. According to CONCITO Senior Consultant, Henrik Gudmundsson (Lykke Hansen, 2019), it is not unusual to see a discrepancy in what we say that we want to do, and what we actually decide to do:

“Most people already know that there is a challenge in terms of the environment, but it is difficult for them to take action, because the most environmentally friendly action is not always supported by the circumstances. For example, it has become more and more cheap to fly.” [OT] (Lykke Hansen, 2019).

This statement is supported by the study by Landbrug & Fødevarer (Vesterbæk, Preus & Logo-Kofoed, 2019) in which it is stated that Danes in general think it is the most difficult to change their habits when it comes to transportation, or when it comes to saving and consuming less in general. Perhaps due to these circumstances as mentioned by Henrik Gudmundsson (in: Lykke Hansen, 2019).

The attitude-behavior gap

According to Juvan and Dolnicar (2014), in the context of emotionally sustainable behavior, having a positive attitude does not necessarily emerge as a good predictor of making environmentally sustainable vacation choices. Juvan and Dolnicar (2014) define that there is a gap between attitude and behavior present, called the attitude-behavior gap, which can be existent for several reasons. One

of these reasons is that people do not have the information required to choose vacation options that come at a low environmental cost (Juven & Dolnicar, 2013 in; Juven & Dolnicar, 2014). In the analysis conducted by Epinion (2019a), this exact issue is in fact highlighted, as it is presented that only one third of Danes feel generally well informed and capable of making sustainable travel choices.

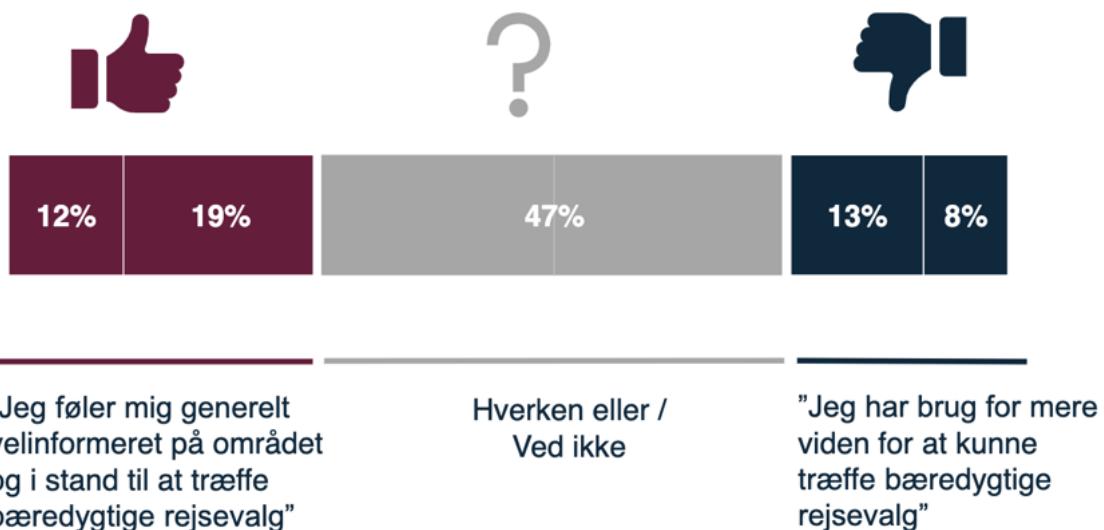


Figure 10 – Epinion (2019a) 'Kun ca. 1/3 af danskerne føler sig velinformeret og i stand til at træffe bæredygtige rejsevalg'

The information missing ranges from required infrastructure, to not being aware of the amount of control one has over the actual travel decisions, and on to an insecurity about which vacation choices actually come at the lowest environmental cost (Juven & Dolnicar, 2014).

Another reason for not following through with one's stance and thereby contributing to the attitude-behavior gap, is that people use escape and relaxation as an excuse for disregarding environmental considerations when on vacation (Wearing, Cynn, Ponting, & McDonald, 2002 in; Juven & Dolnicar, 2014). This pattern was likewise evident when asking sustainability expert Niels Riis why he thinks that the consumers do not actively demand sustainable vacations, as he says that "When people are going on a vacation, they are going on a vacation. They want a great experience and fun. Jump in the swimming pool and have a good time. Without thinking about whether it is sustainable or not." [OT] (N. Riis, personal communication, February 22, 2021). This quote is first and foremost in line with what was argued when talking about the consumers' shift in perception regarding sustainability

above. Furthermore, the quote is likewise in line with what Mikkel Hansen, Communications Manager at TUI was quoted for saying in the section above where he stated that consumers do not want to have any concerns about anything when going on a vacation (M. Hansen, personal communication, February 18, 2021).

Moreover, in the analysis conducted by Epinion (2019a), respondents were asked ‘Who is responsible for making future travel more sustainable?’. Here, 30% said that the travel agencies are responsible, 29% said that the consumers are responsible, 19% said that the politicians are responsible, and 21% said that they do not know (Epinion, 2019a). This diversion of responsibility can be another distinguished reason for the attitude-behavior gap. Denying responsibility (Gössling et al., 2009 in; Juvan & Dolnicar, 2014) and displacing responsibility (Lorenzoni et al., 2007; Miller et al, 2010 in; Juvan & Dolnicar, 2014) are two other indicators and reasons for the attitude-behavior gap. As only 29% of respondents in the survey by Epinion (2019a) answered that it is the consumers themselves who are responsible, this could very well be another reason for the Danes not living up to their own wishes for traveling more sustainably. Thus, it can be argued that there is indeed an attitude-behavior gap present in the Danes’ travel habits, which manifests itself in lack of knowledge, diversion of responsibility, and displacement of responsibility specifically.

There is, however, also a degree of respondents’ bias to consider when talking about the attitude-behavior gap, as, according to Landbrug & Fødevarer (Vesterbæk, Preus & Logo-Kofoed, 2019) there can be some feeling of political correctness playing a part in what people answer when asked about their travel habits. They may lie about their honest intentions in order to feel better about themselves. In order to explore this further, this next section will look at the theory of cognitive dissonance.

Cognitive dissonance

The international opinion-research institute Ipsos conducted a sustainability survey for KLM Royal Dutch Airlines in 2019 where it became evident that almost 80% (79% more specifically) of the respondents consider plane travel an environmental issue, which is an 11% increase since 2017 (KLM Royal Dutch Airlines, 2019). Almost half of the respondents, or 40%, disclose that they to varying degrees feel bad when booking plane tickets (KLM Royal Dutch Airlines, 2019). However, only 4% of respondents state that they are actually going to stop traveling by airplane (KLM, Royal Dutch Airlines, 2019).

Cognitive dissonance theory presents the idea that inconsistencies between cognitions about oneself, about one’s behavior, and about one’s surroundings can result in psychological discomfort (Festinger,

1957). In this case, the inconsistency referred to by Festinger (1957) is the same that relates to the attitude-behavior gap: considering traveling an environmental issue but doing it anyways. Where the attitude-behavior gap theory explored some of the reasons why people refrain from following through with their intentions, the cognitive dissonance theory seeks to explain this gap itself.

The cognitions which Festinger describes are attitudes, beliefs, values, opinions, and knowledge (1957). So, when respondents say that they do consider plane traveling an environmental issue, but choose to buy plane tickets anyways, there is a dissonance between their actions and their beliefs, which is arguably why half of the respondents then report that they experience ‘feeling bad’, or, as the theory prescribes, they feel psychological discomfort.

According to Kassarjian and Cohen (1965 in; Juvan & Dolnicar, 2014), people respond to cognitive dissonance by adjusting either beliefs or behaviors, such that there is cognitive consonance instead of cognitive dissonance, and that these inconsistencies are then eliminated. Looking at the attitude-behavior gap, the reasons identified for not following through with one’s intentions can be argued to be an attempt to adjust these beliefs, so that cognitive consonance is achieved instead of cognitive dissonance. If one comes up with excuses such as ‘it is not my responsibility’ or ‘technology will take care of the problem’, it is possible that it will have the effect of easing this psychological discomfort (Juvan & Dolnicar, 2014). Thus, one can argue that the Danes do not wish to do any harm to the environment, and that they experience psychological discomfort when taking on actions that does harm the environment anyways. This discomfort is then eased by using excuses such as those presented earlier on in this section, such as that it is other people’s responsibility, that they do not have the information required to make a sustainable choice, or that it is their opportunity to relax and unwind, so they do not want to worry.

Greenwashing and cognitive dissonance

Just as it was established above that greenwashing is one reason why consumers are having trouble trusting the sustainability communication from travel agencies, this distrust and fear of greenwashing is in fact also used when consumers try to ease their psychological discomfort which comes as a result of cognitive dissonance. This is what Juvan and Dolnicar (2014) refer to as ‘denial of reliability of advertising’, and they describe it as something that:

“... goes one step further away from believing there is insufficient evidence or information about the negative impacts of certain vacation-related activities, in that people actively question the motives of

the providers of information related to the protection of the environment provided to them by the tourism industry through sales and advertising.” (p. 87, l. 32).

Thereby it is evident that the issue of greenwashing is not only something that fundamentally makes consumers doubt the truthfulness of agencies, but also something that is in fact used as an excuse to not travel sustainably. Thus, to sum up, the attitude-behavior gap and cognitive dissonance exist because the Danes, for many reasons, find it difficult to follow through with their intentions. They generally care about the environment, but the fact that they go on vacation has negative consequences for the environment. Then, in order to ease the psychological discomfort that arises from not doing what one intends to, a number of different strategies and excuses is applied. The next section will analyze some of the strategies employed by the Danish travel agencies in an attempt to decrease the general distrust from consumers, both when speaking of greenwashing, green trust, and sustainability certifications.

Company response to distrust

Taking on a greenhushing approach to avoid greenwashing

As stated above, perceptions of greenwash can damage consumers' approach towards a company when they decide to communicate about sustainability. Also, consumers often distrust the green claims as provided by the companies (Chen & Chang, 2012) which in this case include the travel agencies. Earlier in this analysis, the concept of greenwashing was presented, which relates to how businesses pretend to be environmental responsible by communicating about green initiatives, without there being any actual action behind the words. The concept of greenwashing results in the consumers having a general negative connotation to sustainability communication. However, the concept of greenwash has a counterpart; greenhushing. According to Font, Elgammal, and Lamond (2017, p. 1007, l. 3) greenhushing is defined as "the deliberate withholding, from customers and consumers, of information about sustainability practices that they [ed. the companies] employ." Additionally, Martens, 2008 (in: Font, Elgammal & Lamond, 2017) states that greenhushing is "the phenomenon of under-communicating the sustainability practices in which a business engages." (p. 1008, l. 3).

An interesting factor to note when comparing greenwashing and greenhushing with each other is how both concepts fall under the category of green advertising in the marketing strategy (Kilbourne, 2004; 201 in: Font, Elgammal & Lamond, 2017). This means that both concepts arguably have the same purpose in the end; that is, generating profit. But as a matter of fact, companies have different reasons for choosing to commit to one or the other. This section will look at the travel agencies' considerations around communicating their sustainability initiatives by viewing it through the lens of greenhushing. Moreover, travel industry professional Peter Rasmussen points to what he has experienced as a difficulty of communicating about his own firm's sustainable initiatives and the considerations behind:

"We are really struggling in deciding how much space sustainability should fill up. The dilemma lies within the fact that we can always get caught if the right sceptic turns up. So, to be honest, we are considering downplaying our sustainability initiatives, because the risk of greenwashing is too big." [OT] (P. Rasmussen, personal communication, March 1, 2021).

Looking at the above quote, it is thus evident that travel industry professional Peter Rasmussen's own travel agency, Silver Tray, is moving towards a greenhushing approach, as they are considering to

under-communicate the sustainability initiatives within their business because they are afraid of being accused of not living up to their words. Brùnn & Vrioni (2001) & Chan (2013, in: Font, Elgammal & Lamond, 2017) acknowledge how customers are generally cynical when companies communicate about sustainability: “this can disincentive businesses from communicating their sustainability achievements. Therefore, businesses may choose to downplay their sustainability messages and make them more implicit” (p. 1010, l. 5).

However, Silver Tray is not the only travel agency which is heading towards a more greenhushing-like approach by downplaying their sustainable initiatives and when communicating about these. Kipling Travel is seemingly heading in more or less the same direction as they are looking to some of the same considerations. Lars Gundersen, CEO at Kipling Travel, further elaborates:

“I must admit that communicating about sustainability might be the toughest task of them all. For many years, I did actually not communicate about sustainability at all. The reason for this was mainly related to the fact that I would hate to be misunderstood [...] and I believe it is just still way more important to actually do sustainable initiatives rather than just talking about them.” [OT] (L. Gundersen, personal communication, March 3, 2021)

Hence, it becomes evident, that Kipling Travel, out of fear for being misunderstood and thus deciding to create space for poor commendations about greenwashing, has practiced greenhushing instead. When looking to the initiatives of Grøn Rejs, the CEO Jakob Skov likewise substantiates how greenhushing is a phenomenon taking place at several travel agencies. CEO at Grøn Rejs, Jakob Skov explains:

“We have always been very clear about not wanting to put ourselves up on a pedestal where it would be easy to knock us down. If you only communicate about being 100% green, it will result in several people who in return would love to knock you off your pedestal. Fact is, you can always find something in the travels we offer that is not completely green. You can always find something, if you are searching for it.” [OT] (J. Skov, personal communication, February 17, 2021).

Thus, even though Grøn Rejs is offering what they themselves have deemed ‘green travels’ (as the name also reveals) they are very conscious of downplaying this factor as a way to avoid greenwashing. They are heading in a safer way, by sticking to offering ‘green travels’ but not communicating about being 100% green through and through. Thus, Grøn Rejs arguably also takes a greenhushing approach when communicating about sustainability engagements.

Hence, the concept of greenhushing plays a significant role in understanding the considerations and approach relating to the travel agencies' sustainability communication. Moreover, it is evident how the travel agencies like Silver Tray, Kipling Travel and Grøn Rejs actually engage in green initiatives and offer green travels. But as to the fact that they are afraid of being accused of greenwashing – because the travel industry is an “easy target” as seen with the case of the Consumer Ombudsman and as to the fact that the consumers often mistrust green claims – the travel agencies often downplay the marketing communication when communicating about sustainability.

Aside from using greenhushing as a way of working around potential greenwashing claims, this next section will look at how travel agencies can and do use the concept of transparency in their sustainability communication in order to accommodate the distrust from consumers.

Transparency

Before turning to analyze the concept of transparency and its relation to consumer trust, a definition of the concept is made. Schnackenberg & Tomlinson (2016, p. 1788, l. 20) define transparency as “the perceived quality of intentionally shared information from a sender”. Previously in the consumer trust analysis, it was stated by Rohit Bhargava (Kirkby, 2012) how the reason for distrust among consumers exists because they have experienced that many companies are lying and make misleading claims while some simultaneously decide actively to hide the truth. However, Gary Steele, Group CEO of Tes, and a champion of Sustainable Tomorrow, states that transparency equals trust, which serves to be a fundamental factor if the business is to succeed: “It’s been found that 94% of consumers are more likely to be loyal to a brand that is completely transparent. Transparency builds trust, trust that is foundational to your relationships with your employees and customers.” (Steele, 2021). Additionally, Schnackenberg & Tomlinson (2016, p. 1797, l. 29) agree with Steele (2021) by contending that “greater transparency from organizations (in the form of greater disclosure, clarity and accuracy) will facilitate higher trust in the organization”.

However, it is arguably difficult and challenging for travel agencies to reach a stage where they are 100% transparent in all their engagements and initiatives. As seen in the consumer trust analysis, travel agencies are afraid of being accused of greenwash as consumers mistrust green claims, which lead them in the direction of downplaying their green engagements as this is a safer strategy. However, when travel agencies chose to downplay their marketing communication relating to sustainability, this also means that they, on the contrary, are not 100% transparent. Lars Gundersen, CEO at Kipling Travel states how it all relates to:

“… the travel industry being in panic regarding the CO₂ reduction narration [...] and for this reason, several non-transparent initiatives exist, simply because no one wants to find themselves in the heavy and complicated position where they will have to explain every step of what they are doing.” (L. Gundersen, personal communication, March 3, 2021)

Thus, as companies are often accused of greenwashing by consumers as they mistrust the green claims, it can be challenging to turn the perceptions around and stop the accusations from occurring. However, as Schnackenberg & Tomlinson (2016) suggest, greater transparency will convey larger trust. It would thus arguably be beneficial for the travel agencies to follow a more transparent approach and disclose more information with regard to their sustainability initiatives if they are to gain more trust from the consumers. This approach is supported by Epinion (2019a) when turning to the answers from the respondents concerning the question of ‘What would it take for you to gain more confidence in relation to the existing opportunities regarding compensating your travel’s carbon footprint?’. The majority of the respondents called attention to namely *effect, documentation, piece of information, trustworthiness* and *reliance* which can be said to constitute for initiatives relating to full transparency (Epinion, 2019a).

Strategies and action plans

Moreover, Moon, Costello & Koo (2017) have posited an essential factor to pay attention to when consumers have either no or only a little knowledge with regard to sustainability certifications, as they state that managers are advised to implement careful strategies to avoid confusion. In order to elaborate upon what the strategy should consist of, Moon, Costello & Koo (2017, p. 267, l. 13) explain: “A recommendation would be to foster positive emotion through the careful and wise use of a limited number of unambiguous eco-labels (e.d. sustainability certifications). Such actions will effectively create positive consumer word-of-mouth, trust and satisfaction.”. As the view from Moon, Costello & Koo (2017) suggest a strategy relating to how to avoid confusion when talking about certifications, it is also interesting to turn to suggestions and recommendations relating to travel agencies’ sustainability communication in general and how they should go forward in creating more trust. Sustainability expert, Niels Riis suggests:

“The travel agencies must have devise action plans in which indicate how they plan to go forward and communicate about their sustainability initiatives. The plan needs to include long term goals and intermediate goals. Also, these plans need to be aligned with and fit into the general development plans, environment plans and marketing plans.” [OT] (N. Riis, personal communication, February

22, 2021). It is thus evident that creating these plans, and making them available to the public, can increase transparency.

Creating trust

Moreover, Chen & Chang (2012) draw attention to how consumer confusion constitutes as a problem for the consumers and for this reason, companies must figure out how to communicate more clearly and less ambiguous in order to provide trustworthy communication and information to the consumers. Thus, the overall purpose is to create trust in the long term.

If the travel agencies succeed in providing more trustworthy communication in terms of sustainability communication, this may lead to increased trust in the agencies: “If companies step up their environmental performance and effectively communicate their environmental efforts, consumers may think that companies are indeed engaged in environmental initiatives” (Chen & Chang, 2012, p. 492, l. 21). Hence, the purpose is to create ‘green trust’ which is defined by Chen (2010) as “a willingness to depend on a product or service based on the belief or expectation resulting from its credibility, benevolence, and ability about its environmental performance” (Chen & Chang, 2012, p. 492, l. 25).

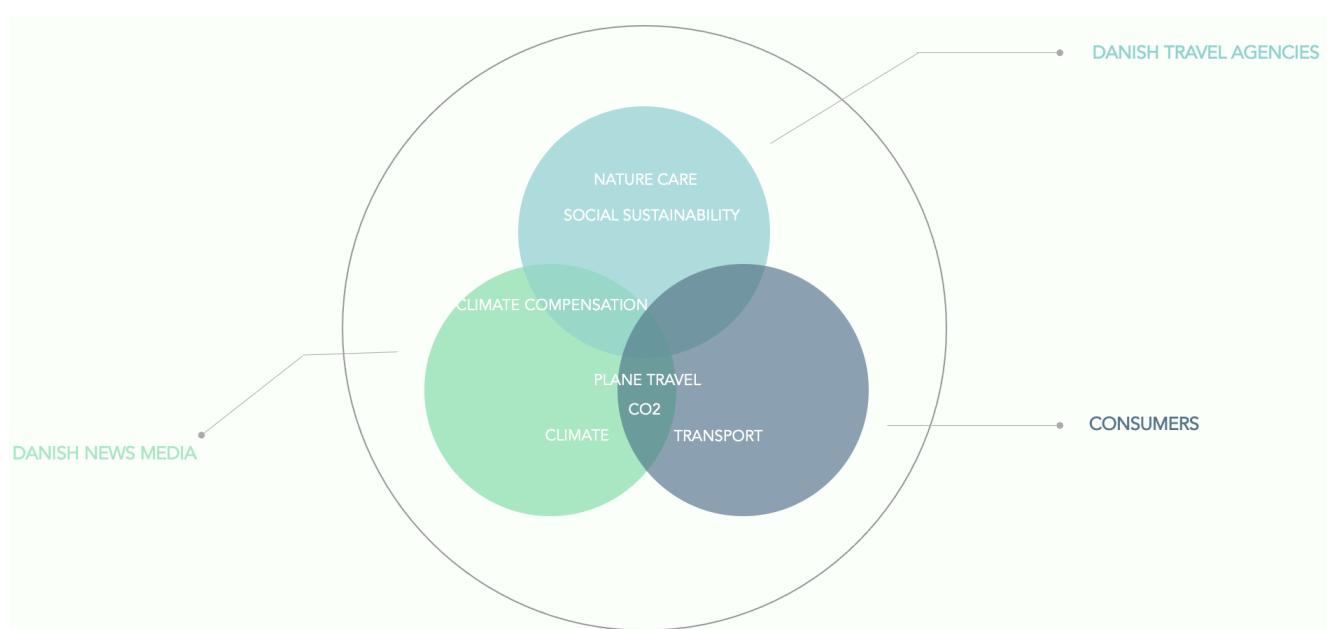


Figure 11 - Identified frames and understandings

DISCUSSION

In this section, the findings and the results of the analysis will be discussed in relation to the triple bottom line perspective on sustainability, as well as perspectives and opinions from theories, models, and experts within the area. The discussion will be structured as follows: First, the three pillars of sustainability will be looked at again. Second, the breadth and depth of the concept of sustainability will be discussed, and how it relates to a broader perspective in the travel industry and society. Third, the responsibility of future sustainability within the travel industry will be discussed, as well as the notion that the travel industry can be perceived as an ‘easy target’ with respect to the sustainability debate. Finally, the analysis will be put into perspective with respect to the consequences of what will happen if we were to stop traveling altogether.

[What is sustainability, really?](#)

Having outlined and analyzed how agencies and consumers do not share the same perception of sustainability, and the possible reasons therefor, the discussion will turn its focus to the different pillars of sustainability. Even though the media and the consumers primarily consider CO₂, the environment, and plane travel when thinking about the term of sustainability, the travel agencies challenge this view in their communication. Glenn Bisgaard, Communications Manager at Apollo states that:

“When mentioning sustainability, a lot of people then only think of the environmental part. But it’s more than that. As a matter of fact, the environmental part only constitutes one-seventh of the whole sustainability concept. Human rights, having orderly working conditions and treating animals well is also a part of it.” [OT] (G. Bisgaard, personal communication, February 21, 2021).

Likewise, Niels Riis, sustainability expert, further elaborates upon the many elements of sustainability by contending that:

“We have some actors which are dominated by TUI, which are big enough and have the capacity to take sustainability for what it is and not just talk about the environment but have the capacity of turning focus towards how it also includes helping a village in Kenya. They know that the biodiversity is a huge part of it because it is under huge pressure. The purpose of going on vacations is not to stay at the hotel, but to go swimming in the coral reef. So, this needs to be preserved.” [OT] (N. Jensen, personal communication, February 22, 2021).

Thus, as the two viewpoints from both Glenn Bisgaard and Niels Riis state, sustainability encompasses more than just focusing on CO₂ and plane travel, which only relates to the environmental dimension of the triple bottom line. Sustainability also encompasses the social dimension, which it became evident in the analysis that the travel agencies mostly focused their communication around, because that is where they can make a true difference. However, due to a lack of consumer knowledge, as well as misconceptions, this dimension is often overlooked by consumers.

It therefore becomes evident that sustainability has many dimensions relating to all three pillars of the triple bottom line; the environmental dimension relating to CO₂ emissions, conservation and climate; the social dimension relating to human rights, working conditions, equity and social resources; and the economic dimension relating to profit and cash flow. Thus, sustainability must be put in a context and the different perspectives must be taken into consideration in order to understand the concept of sustainability as a whole.

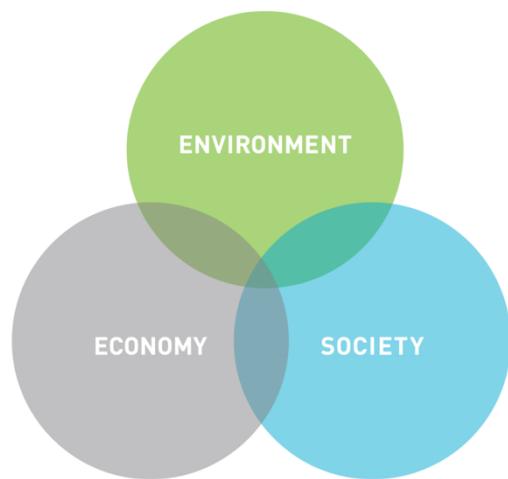


Figure 12 -The three pillars of sustainability, source: www.mcgill.ca/sustainability

Responsibility for sustainable travels

In the analysis conducted above, the question of who is responsible surfaced several times. This responsibility is both in terms of who is responsible for sustainability, sustainable travels, and perhaps also who is responsible for enlightening or educating the consumers to become more responsible themselves.

Epinion (2019a) presented a report in which respondents were asked directly ‘Who is responsible for making future travel more sustainable?’. 30% of the respondents said that the responsibilities lie with the travel agencies, 29% said that the consumers are responsible, 19% of the respondents placed the responsibility with politicians, and 21% were unsure as to who should be held accountable (Epinion, 2019a). Thus, the responses were somehow evenly allocated with no clear placement of responsibility. In order to shed further light on the matter of obstacles, barriers, and potential opportunities that lie within the communication happening between consumers and agencies, this responsibility question will be discussed.

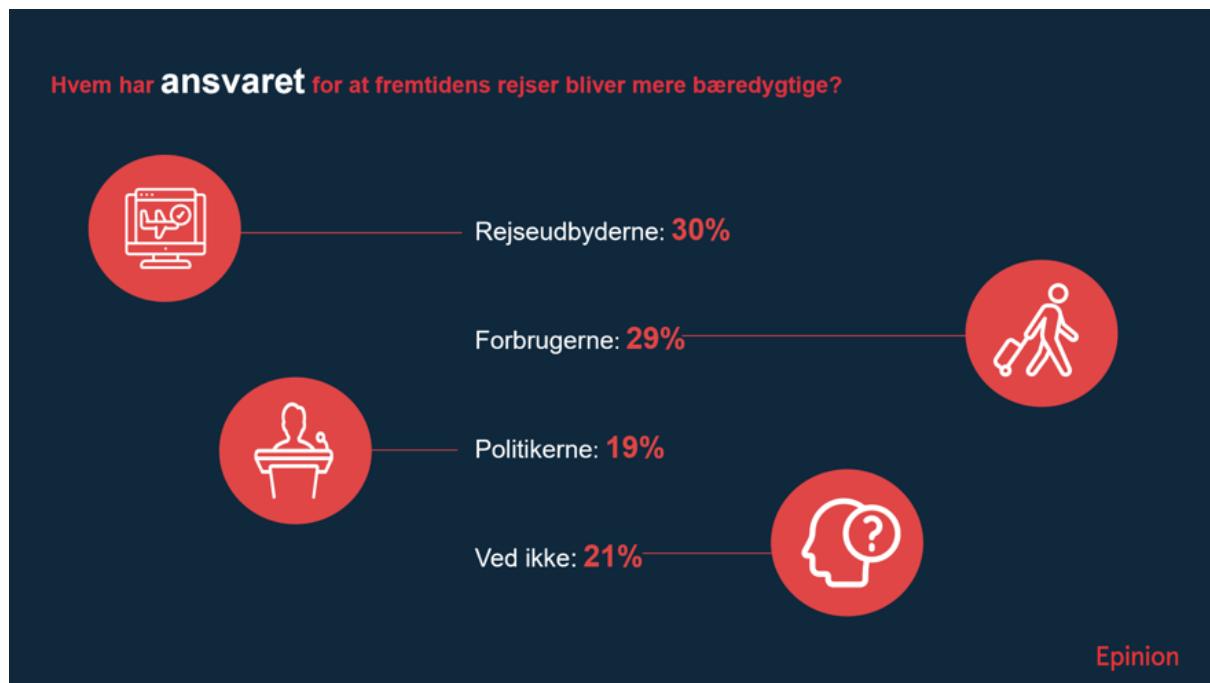


Figure 13 - Epinion (2019a) 'Hvem har ansvaret for at fremtidens rejser bliver mere bæredygtige?'

The consumers' responsibility?

According to Epinion, respondents state that they think that they are nearly as responsible as the travel agencies (2019a). Simultaneously, 95% of the Danes already have, or are willing to, change their behavior out of concern for the environment (Vesterbæk, Preus & Logo-Kofoed, 2019), which show that they are ready to claim and take some responsibility. Nonetheless, claiming responsibility and acting sustainable takes some degree of knowledge of what sustainability is, and how one can work with it. Looking at a survey conducted by Arla, only 32% of respondents said that they feel well

informed about what sustainability is (Arla, 2018). These numbers arguably correspond well with the survey conducted by Epinion, in which it is stated that only one third of Danes feel well informed and capable of making sustainable travel choices (2019a).

It therefore seems as if the Danes find themselves to be responsible for making sustainable decisions. However, if the Danes do not feel well informed, and there, as ascertained in the analysis above, in addition is some degree of skepticism towards the responsibility communication from agencies, making a sustainable choice must be presumed to be very difficult. Naturally then, the question arises of whose responsibility it is to educate, inform, and enlighten the consumers on the topic. The following section will thus dig further into discussing this question of responsibility and whether it should be placed with the consumers, the politicians or the travel agencies.

Informing or educating the consumers – the media's responsibility?

As stated in the analysis above, the media plays a big part in setting the agenda for what current discussions should revolve around, and they likewise play a big part in affecting the consumers in what they should think about in relation to certain topics. Sustainability expert, Niels Riis points to the media when asked who should communicate and educate the consumers: "The challenge lies within who should communicate about the issue" and continues with saying that "but it should definitely be the media." [OT] (N. Riis, personal communication, February 22, 2021). Hence, on the basis of the above quotation it can be discussed whether it is a failure of the press of not having stirred the debate around sustainability and educated the public in drawing attention to how sustainability encompasses not just one dimension of the triple bottom line; the environmental dimension, which is primarily communicated now, but also the two other dimensions relating to the social and economic aspect as presented in the beginning of this discussion.

More attention for the consumers could arguably be brought to the social aspect of sustainability as this is a subject which is much communicated about by the travel agencies, because this is where the travel agencies feel that they can make an actual difference. This means that an opportunity exists in the media making an effort to educate and enlighten the consumers and the public on the subject by putting all three dimensions of the triple bottom line on the agenda, as the survey by Landbrug & Fødevarer (Vesterbæk, Preus & Logo-Kofoed, 2019) revealed how 95% of the Danes are in fact willing to change behavior and attitude in traveling more sustainable.

The challenge for the media thus lies within being able to explain to the consumers how traveling sustainably is not just a matter of refraining from flying by plane to the destinations, but instead a

matter of paying attention to many other aspects of sustainability which also make an impact in the longer run. For example, when talking about how sustainability also includes this social aspect of sustainability, this can be helping out the locals, for example by staying at hotels with policies for wages, maternity leave, and working hours. Or choosing agencies that actively engages in the local community, or who have policies against child abuse. Sustainability involves social responsibility, human rights and not just climate and CO₂. Of course, on the climate and CO₂ aspect, this encompasses for example the active choice of climate compensating, staying at a sustainability certified hotel, participating in events to remove plastic from the local beach, supporting other sustainable and local projects at the destination which the travel agency has organized, and remembering to shut all lights and turn-off air-condition when you leave your hotel room.

Thus, as previously stated, as only one third of the Danes feel well informed and capable of making sustainable travel choices, this number could potentially be increased if the media educated and informed the Danes by turning attention to all three dimensions of the triple bottom line in the agenda, rather than simply the environmental dimension, as the media plays a significant role in forming the public opinion. Moreover, this might also lead to a bigger number of consumers feeling more well informed about what sustainability is, rather than only the 32% of respondents as the survey conducted by Arla (2018) revealed. They would perhaps be able to make better and more sustainable decisions because of an informed basis.

The responsibility of the politicians

Having discussed how the media plays a significant role, and, due to their great potential for influencing the public and the consumers, perhaps a degree of responsibility in terms of informing the consumers about sustainability in order to make the approach to future travels more sustainable, the next section will turn to discuss whether the responsibility lies with the politicians.

As the survey by Epinion (2019a) revealed, 19% stated that they believe that it is the politicians who is responsible for making future travels more sustainable. Lars Gundersen, CEO at Kipling Travel, for example advocates for getting a CO₂ tax on aircrafts as the money could then be invested in state research for green fuel (personal communication, March 3, 2021). However, he likewise emphasizes that one should make sure that the money ends in a specific place where it directly contributes to sustainable fuel as it should not just end up as another tax being paid into the public purse to something undefined. Also, as stated in the consumer trust analysis, consumers distrust travel agencies' sustainability communication and according to a survey conducted by Epinion (2019a) only

3% have complete confidence in climate compensation. As a follow up question, the survey also asked the respondents as to what it would take to gain more faith in climate compensation, where the answers revolved around *effect, credibility, information, trust, and documentation* (Epinion, 2019a). Thus, Lars Gundersen's suggestion of imposing CO₂ tax on aircrafts and turning focus towards defining how the money should be invested in green fuel, would then correlate very well with the answers in Epinion's (2019a) survey relating to documentation, information and effect. The consumers would then know what their money would be invested towards.



Figure 14 - Epinion (2019a) 'Hvad skal der til for, at du vil få mere tillid til mulighederne for at kompensere for din rejes klimaaftskyk?'

The travel agencies' responsibility and the economic dimension of sustainability

Having discussed whether the responsibility for sustainable travels lies within the media, the politicians, or perhaps both, the following section will turn to discuss the level of responsibility in relation to the travel agencies. Travel industry professional Peter Rasmussen states that it is the travel agencies who need to take responsibility, but that the challenge lies within the fact that the consumers are not willing to pay for the initiatives which the travel agencies make (P. Rasmussen, personal communication, March 1, 2021). Mikkel Hansen, Communications Manager at TUI, also points to how the responsibility lies within the travel agencies, simply because people are not willing to pay

the extra money in terms of living at a sustainable hotel, donating money to foundations, or paying a little extra to ensure that the trip is climate compensated:

“The consumers have the possibility of paying those extra money, but they simply do not choose to do so. So, we simply have to take that responsibility. The conclusion is that we will have to sacrifice some resources ourselves. And then we can just hope that we are helping to drive things in the right direction.” [OT] (M. Hansen, personal communication, February 18, 2021).

Thus, both the representative from TUI as well as the travel industry expert Peter Rasmussen are of the belief that the responsibility lies with the travel agencies. However, considering the third pillar of sustainability; the economic aspect of sustainability, the travel agencies have a responsibility not only to care about sustainability for the environment and the social aspect of their operations, but they are likewise responsible for their own businesses as well. If the travel agencies go all-in on sustainability communication, sustainable initiatives, and remake their entire catalogues into sustainable travels, there might be an economic issue. If they find no demand for the initiatives from consumers, and the consumers are not willing to pay for the products in their range, the agencies could in the furthest consequence end up making no money, go bankrupt, and have to fire hundreds of employees. The employees would then become unemployed, which in turn is a social sustainability issue. Therefore, even though some responsibility may lie with the travel agencies, they cannot single handedly turn the entire debate and demand around sustainable travels around.

Moreover, the travel agencies likewise face the responsibility and expectation from the public to engage in and support local projects at the destinations. It’s their responsibility to engage in projects which brings value to the company, the people and benefits the society. The implementation of engaging in local and sustainable projects project must bring value to the company and have relevance otherwise it doesn't make sense. This include focusing on Creating Shared Value both for the agency but also for the local community by addressing the societal needs while still bringing profit to the business. However, it is not possible to determine with sufficient accuracy whether it is the consumers’, the politicians, or the travel agencies’ responsibility, as they can all make an effort to the extent that is possible.

However, even though the travel agencies pointed to how it is the agencies themselves who is responsible for making future travels more sustainable, this is often easier said than done. Both in terms of the lack of demand or willingness to pay, but also, as analyzed in the consumer trust analysis,

it became evident how greenwashing, green consumer confusion and distrust makes it complicated and challenging for travel agencies to communicate about sustainability.

The travel industry as an easy target

The following section will discuss why the travel industry often occurs as an easy target to criticize in relation to the topic of sustainability. For this reason, the section will shed further light on another factor, which serves as an obstacle for consumers, society, and the travel industry to reach common ground in the quest for a more sustainable way of traveling. The discussion here takes a starting point in the consumers' skepticism, the travel agencies downplaying their marketing communication and taking a greenhush approach, as well as how the media talks about sustainability and traveling from three frames climate, CO₂, and plane travel. These three perceptions will serve as a foundation in order to be able to discuss the issue.

As stated in the consumer trust analysis, the consumers are generally skeptical when travel agencies communicate about their sustainability engagements, as they have previously experienced greenwash and misleading claims from companies. Thus, a low level of trust exists. A consumer has even taken legal action and brought the case to the Consumer Ombudsman. As a consequence of this, as seen in the travel agency communication analysis, some of the travel agencies have a tendency to downplay their communication and initiatives around sustainability, as they are afraid of being accused of greenwashing. Hence, they have decided to engage in a greenhush approach. Moreover, in the NVivo media analysis it became evident how the Danish media talk about sustainability by mostly using the three frames relating to climate, CO₂ and plane travel. Having outlined the three perspectives from the consumers, the travel agencies and the media it is seen how different perceptions of the concept of sustainability exist.

Narrow perspectives in the sustainability debate

According to Lars Gundersen, CEO at Kipling Travel, the debate around sustainability has in the past years become way too rigid and unambiguous as he states that the debate primarily relates to and revolves around CO₂ emissions. He further emphasizes how the tone of voice among the consumers has become shrill and harsh, where the debate has circulated a lot around people telling each other how they should stop traveling with airplanes:

“The travel industry has not been effective enough in providing dissemination of knowledge in terms of explaining what is actually happening. That we as travel agencies have a bigger mission rather

than for example the flight traffic which has been the driver in the whole sustainability debate. And that's a shame, because it disturbs a massive and prominent agenda. And I am not saying that I neglect CO₂ emissions, because it is indeed something we need to be aware of, but it is only one element out of a much broader debate." [OT] (L. Gundersen, personal communication, March 3, 2021).

As seen in the media content analysis, it became evident how the Danish media set the agenda and talk about sustainability and traveling primarily by framing the communication within the environmental dimension of the triple bottom line. This correlates with what Lars Gundersen (personal communication, March 3, 2021) states, as he points to the fact that the debate around sustainability in the past years has primarily focused on CO₂ emissions. Mikkel Hansen, Communications Manager at TUI further explains:

"The travel industry is kept very much under surveillance by the media and has been very criticized. As a matter of fact, our consumption of electricity accounts for way more pollution globally than travels do. Traveling only constitutes for around 8% - not more than that. But the point is, that it is just so tangible to say to a person 'stop traveling, then you'll do something good for the climate' instead of telling people to stop eating meat." [OT] (M. Hansen, personal communication, February 18, 2021).

Thus, as the sustainability debate is so focused on climate and CO₂, and the media has put a great amount of focus on exactly this when reporting about traveling, the travel industry has become easy to criticize. They can be presented as climate sinners, and most people would likely agree. However, if everyone quit traveling tomorrow, that too would likely have significant consequences.

So, what if we actually did quit traveling tomorrow?

As previously stated by Lars Gundersen, CEO at Kipling Travel, (personal communication, March 3, 2021) the sustainability debate has within the past years flourished around the consumers focusing on how we should stop flying, as they believe that this is the only solution to reduce our carbon footprint and make the planet greener. A survey also reveals how consumers have stated that if they were to do something good for the climate, they would as the first thing prioritize to cut down on the number of flights (Hansen, 2019). Based on this view and by taking a starting point in the triple bottom line, the following section will discuss some of the consequences of what would happen if everyone did in fact stop traveling.

First, the section will look at which consequences it will entail for the consumers if we stop traveling. Second, attention will be drawn to discuss the consequences from an economic viewpoint.

Flyskam

As stated above, many consumers have the perception that if they stop traveling, they will contribute to make the planet more sustainable. This viewpoint is however affected by the media as the agenda they set out to disseminate encompasses mainly the environmental dimension of the triple bottom line when talking about sustainable travels. Mikkel Hansen, Communications Manager at TUI, emphasizes how the debate often turn into being very controversial when people keep on focusing how it is a matter of how we should stop traveling and points to how consumers have no appreciation of the nuances:

“People talk so much about flyskam [ed. Swedish term related to flight shame], but what I always draw attention to in those contexts is by raising the question ‘Well, do you just want us to fire all our 70.000 employees? Would that be a better idea?’” [OT] (M. Hansen, personal communication, February 18, 2021).

Mikkel Hansen mentions the term ‘flyskam’ which was firstly introduced by the Swedes as it in the past years has become a trend in quitting flights. The concept of ‘flyskam’ is even a phenomenon which has had direct influence on the country’s decreasing number of domestic flights (Tarpgaard, 2019). Thus, the Swedes have invented a new term in which functions as a counterpart to flyskam; ‘tøgfryd’ (ed. train delight), which relates to how people brag about taking the train instead of flying (P. Rasmussen, personal communication, March 1, 2021). Additionally, an article brought by the Danish Travel Writers Association also shed light on the phenomenon by stating “Rather train pride than flight shame” (‘Hellere togstolthed end flyskam’, n.d.). Even though ‘flyskam’ is a concept introduced by the Swedes, it seems that the phenomenon to some extend have crossed the Danish borders and has been embraced by the Danes as the sustainability debate is associated to how we should stop traveling if we are to save the planet.

Employee consequences

Mullis (2017) likewise criticizes the idea to stop traveling altogether: “Tourism creates jobs - lots of them. In fact, one person in every 10 is employed in tourism-related jobs.” (Section 1). This means, that if we as consumers suddenly decided to completely stop traveling, one out of ten people within the tourism industry would likely lose their jobs. This includes pilots, stewardesses, hotel workers,

captains and all other employees in the local areas where people travel abroad to and who have dedicated their whole life into making a business based on providing a service for tourists. Thus, billions of people are dependent on tourism in order to be able to support their families.

Sustainability expert Niels Riis contends how the concept of sustainability reaches further than walking away from airplanes, and how tourism has a positive effect on the lives of people at the destinations.

“At one of my trips I met a waiter who told me how he was the first person in his family to be able to pay for his daughter to go to university. ‘I am able to pay the university fee because of my job’ he told me. So yes, we can invent flyskam, but then the waiter’s daughter would have to drop out of her university, because her dad can no longer afford it.” [OT] (N. Riis, personal communication, February 22, 2021).

Hence, the consequences if we stop flying will be enormous for a broad amount of people globally, as more specifically one out of ten would be likely to lose their jobs and would thus find themselves in a critical situation where some would no longer be able to support their families or pay for their children’s education as tourism is their means of subsistence. Thus, this example as presented by Niels Riis clearly exemplifies how sustainability encompass much more than just the environmental pillar – that sustainability is also a matter of paying attention to namely the social pillar of the triple bottom line.

Tourism creates growth

Having discussed the broader consequences which employees globally would face if consumers quit traveling and thus paying further attention to the social pillar of the triple bottom line, the next section will discuss the consequences from an economic viewpoint. Hence, the section will focus on the economic pillar of the triple bottom line.

As a matter of fact, the tourism industry plays a significant role in attracting investments relating to the expansion of transport related infrastructure like airports, airplanes, railways and ports. Moreover, investments related to specific locations include hotels, tourist attractions including both the metropolitan areas as well as other attractive location in the heritage sides. Arguably, these investments contribute very well to the economic development of a location or country (Mullis, 2017). Some people are convinced that tourism create economic growth in the locations in which we travel to which in the longer run will convey social benefits both locally and globally. According to

Mullis (2017, ‘Tourism and the growth paradox’, section 5) global tourism is expected to grow significantly over the next decade:

“Global tourism is expected to continue to grow as a larger number of aspiring travelers become more prosperous and their disposable income increases. It is anticipated that the sector will outperform the global economy in the course of the next decade, increasing by an estimated 4% on average annually in the next 10 years.”

Thus, it is evident how crucial a role tourism has in terms of creating economic growth, especially at the local communities worldwide. For this reason, we are dependent on the number of travelers continuing to travel if the growth in these areas should continue to increase. If local areas should continue to grow and expand, they are very much dependent on the investments related to the tourism industry. More generally, having outlined the consequences if we stop traveling, it becomes evident how the consumers’ perspective and approach towards the sustainability debate should be expanded to include a broader perspective rather than solely the environmental dimension of the triple bottom line, as the debate has revolved around people believing how the only solution towards a greener planet is to quit traveling. With the above perspectives in mind, it would be beneficial for the consumers to have their perspectives broadened, in the sense to inform and educate them in terms of paying attention to how sustainable traveling include both the environmental, social and economic pillar of the triple bottom line.

Overview over the communication- and understanding gaps between Danish travel agencies, consumers, and news media

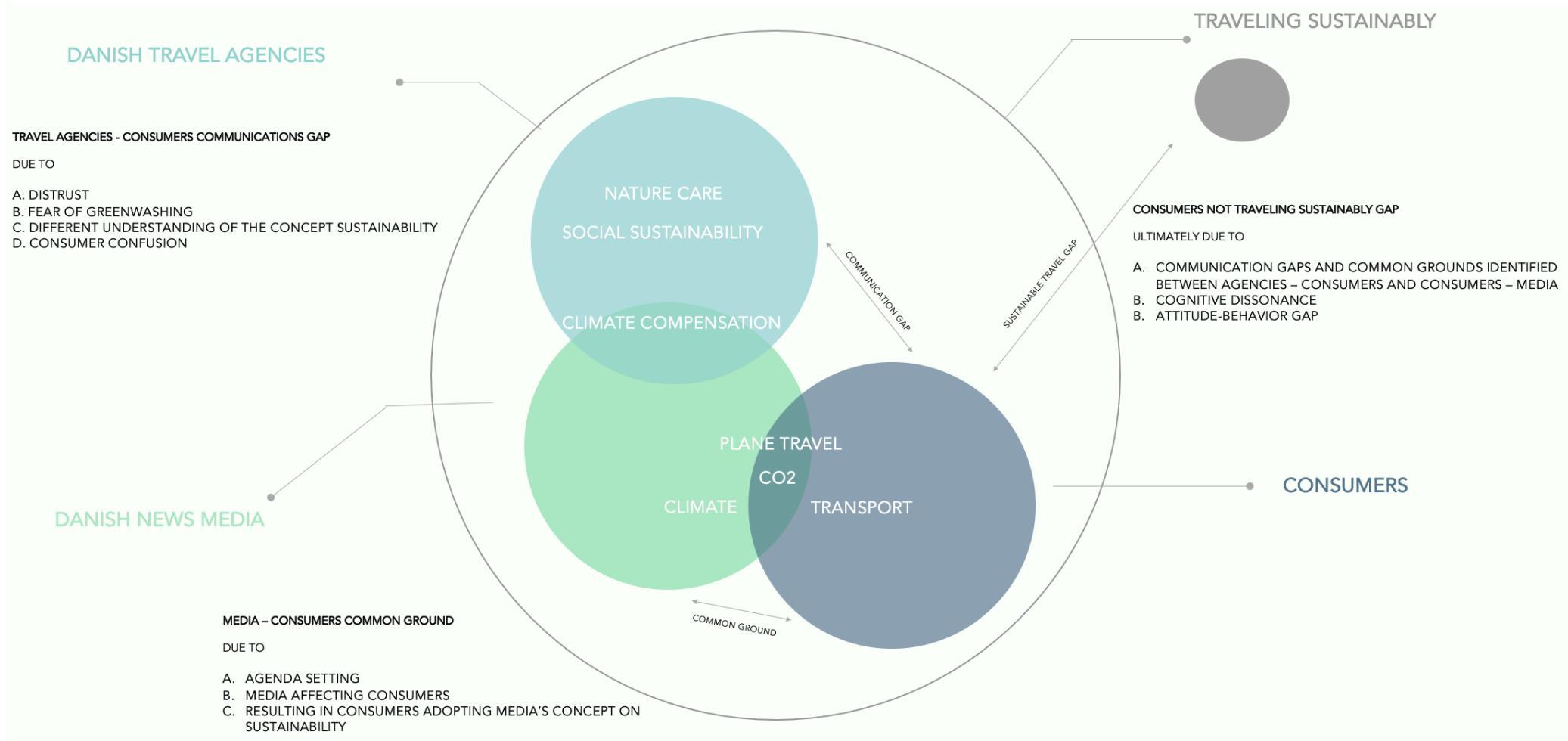


Figure 15 - Visual representation of obstacles and opportunities

CONCLUSION

This research aimed to analyze the communication from Danish travel agencies, as well as the obstacles and opportunities for the consumers, society, and travel industry to work towards a more sustainable approach to traveling. Even though consumers show a general willingness to travel more sustainably, no demand for sustainable products is experienced from the travel agencies.

Based on the qualitative research conducted using NVivo media content analyses, questionnaire surveys, interviews with experts and travel agencies, as well as relevant theory on the subject, it can be concluded that the Danish travel agencies first and foremost communicate sustainability to their target group because they experience a demand from their consumers to do so. The agencies likewise face a certain amount of pressure and expectations from society, politicians and other travel agencies, and they seek to accommodate this pressure and demand by communicating about sustainability in order to obtain a greater sense of legitimacy. When communicating about sustainability, the travel agencies primarily communicate using the frames *nature care*, *social sustainability*, and *climate compensation*. The travel agencies communicate about these frames because they believe that these are the areas where they can first of all make a difference in their business operations, and second of all they believe can communicate these frames to consumers with the highest degree of trustworthiness.

However, this communication is evidently not received by consumers the way that agencies want to, as seen in the ongoing lack of demand in relation to sustainability and traveling. This misalignment in communication is primarily due to the fact that consumers think differently about sustainability in relation to traveling than the agencies do. The consumers think about *avoiding airplanes*, *transport*, and *CO₂*. While *nature* and *local*, which relates to the frames most communicated about agencies, are at the bottom of the list. The reason for the difference in how the consumers perceive sustainability is arguably found in how the media affects consumers. The frames used by the Danish media when they communicate about sustainability in relation to traveling corresponds with the consumers' perception of the subject, as *climate*, *CO₂*, and *plane travel* is likewise topping the media's list. Ultimately, the consumers and the agencies each do not speak the same language when communicating about sustainability, and therefore, the consumers do not understand and is not receptive to the sustainability communication from agencies.

Furthermore, there is a degree of distrust with consumers when they think about sustainability communication coming from travel agencies. This distrust has its roots in several aspects; a general perception that travel agencies cannot be sustainable, a fear of greenwashing, and a simple lack of understanding of the subjects communicated about, as for example sustainability certifications and climate compensation. The distrust among consumers has likewise been notified by travel agencies, who in turn practice greenhushing by downplaying some of their sustainability initiatives and refrain from using it directly in their communication out of fear of being accused of greenwashing. The consumers thus either do not understand, do not trust, do not associate, or do not believe in the communication from the agencies, which entails this lack of demand. Aside from the consumer distrust, different understandings, and miscommunication, there is likewise a degree of consumer behavior present in relation to consumers not demanding sustainability in relation to their travels. It was found that there is an attitude-behavior gap in consumers, which causes cognitive dissonance with the consumers. The consumers ease the psychological discomfort which emerges from the cognitive dissonance by using excuses relating to the identified issues above, such as they do not have enough knowledge on the topic, or they do not completely trust the communication from the agencies.

The communication potential and opportunities for the parties to get closer to one another can be found in various places. There is an opportunity for the media to nuance the debate around sustainability to include different parts of the triple bottom line, rather than simply the environmental part as prompted by the political landscape. This would in turn affect the consumers, who would perhaps then think differently about sustainability for their thoughts to include the social aspect as well, which is what the Danish travel agencies communicate about. Furthermore, travel agencies can increase their transparency, for example when communicating about climate compensation, which is a concept that consumers have virtually no faith in and demand more transparency from, or they could make visible the different aspects of sustainability in their products, in order to help qualify the decisions made by consumers. However, even though the travel agencies seemingly carry some responsibility, is not possible for them to adjust their entire product range and communication to only be about sustainability as long as the consumers are not engaged in the process as well.

This thesis has thus contributed to exploring the gap in the communication between Danish travel agencies and their consumers and has exploited potential reasons for the lack of demand for sustainable traveling in Denmark as well as opportunities for the parties to move closer to one another in their communication.

IMPLICATIONS FOR FUTURE RESEARCH

COVID-19 and sustainability in traveling

The purpose of this paper has been to address how the media, the consumers, and travel agencies perceive and communicate about sustainability in relation to traveling. As the conclusion revealed, the media and the consumers largely share the same approach and perception while a gap exist between the consumers and travel agencies.

As this study focused on addressing the issue from a general point of view, future research is recommended to focus on the involvement of COVID-19 on the demand for sustainability and sustainable travels, as the pandemic has had a huge impact on the travel industry. Hence, this section will turn towards suggesting and outlining some indications of what could be researched and analyzed in continuation of the results of the study, by pointing to specific areas of what could be investigated in the future.

In extension to this study, future research could set forth towards investigating whether the COVID-19 pandemic has moved the agenda when talking about sustainable travels, and to which extent the priorities of the consumers and the public have changed in terms of traveling more sustainably. More specifically, this thesis recommends that it for example could be analyzed whether sustainability will be or has been prioritized either less or more both during the COVID-19 pandemic, but also afterwards. Will the travel agencies prioritize and put focus towards selling sustainable travels or has the pandemic entailed that their only focus in a post-COVID-19 phase will encompass to get the wheels of the industry turning again, and thereby make up for the previous year's lost profit? Moreover, the research could include examining to which degree the consumers, and their eagerness of getting on the first possible charter vacation, will overshadow the agenda of more sustainable travels. Additionally, in connection with the reopening of the travel industry, future research could also head in the direction of investigating whether the great intentions and attitudes among the Danes in traveling more sustainable will prove to be correct in the future. Will we in fact have an increased focus on buying sustainable travels, and thus focus on a 'greener restart' in the aftermath of the pandemic or will the gap between consumers' attitudes and behavior continue to exist?

Finally, it could be interesting to dig further into the potentially changed patterns with regards to means of transportation, as some might relate airports equal to contagion, as people traveling to and from countries was how it started in Denmark. Can we expect that more Danes will travel more by

train, where they can have our own coupé, instead of being closely seated in an airplane, while a risk for COVID-19 still flourish? And could this shift in itself entail a greater interest in sustainable traveling?

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Appendix

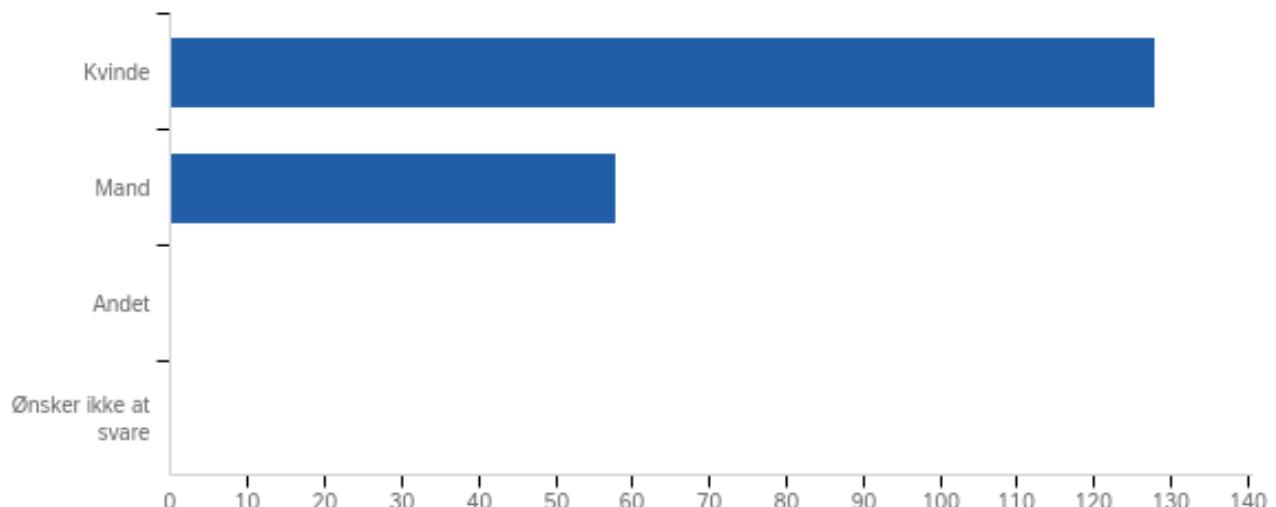
Appendix A – Questionnaire Survey

Default Report

Bæredygtighed hos forbrugere i rejsebranchen

April 30th 2021, 3:07 am MDT

Q1 - Køn

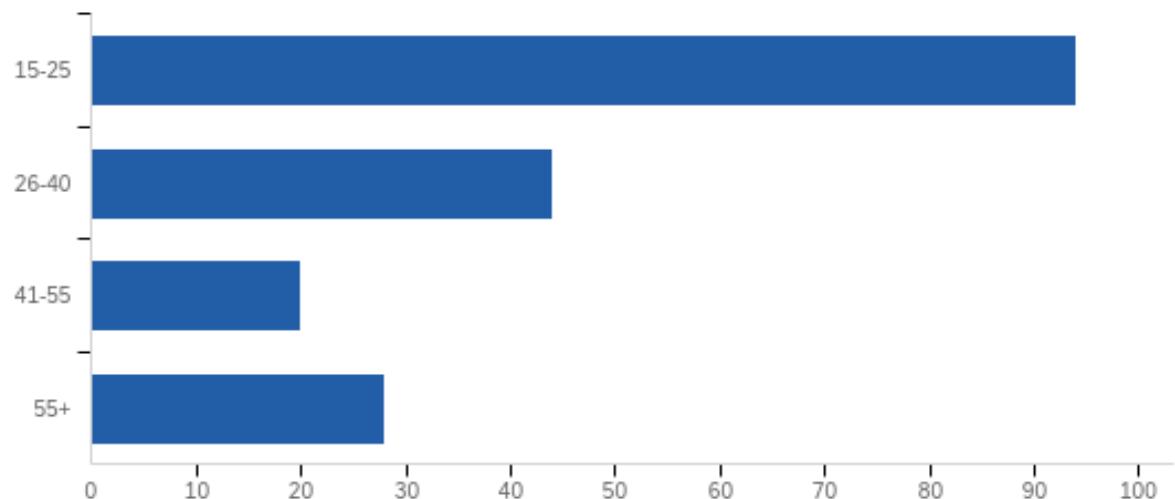


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Køn	1.00	2.00	1.31	0.46	0.21	186

#	Answer	%	Count
1	Kvinde	68.82%	128
2	Mand	31.18%	58
3	Andet	0.00%	0
4	Ønsker ikke at svare	0.00%	0

Total	100%	186
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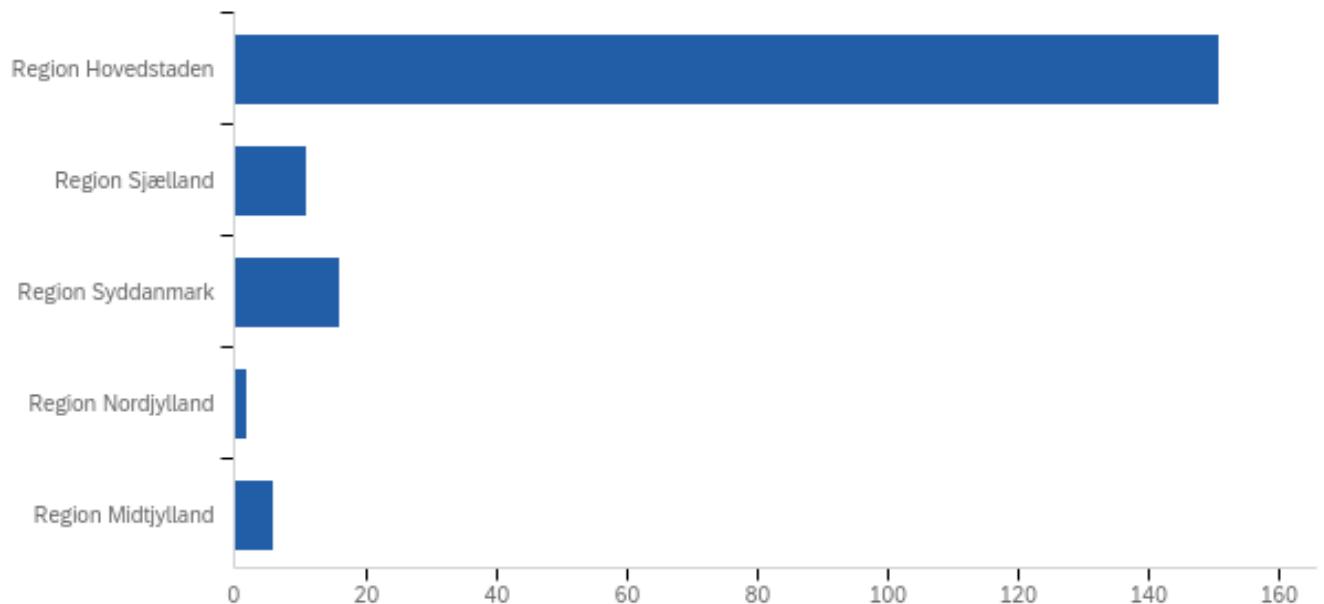
Q2 - Alder



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Alder	1.00	4.00	1.90	1.10	1.21	186

#	Answer	%	Count
1	15-25	50.54%	94
2	26-40	23.66%	44
3	41-55	10.75%	20
4	55+	15.05%	28
	Total	100%	186

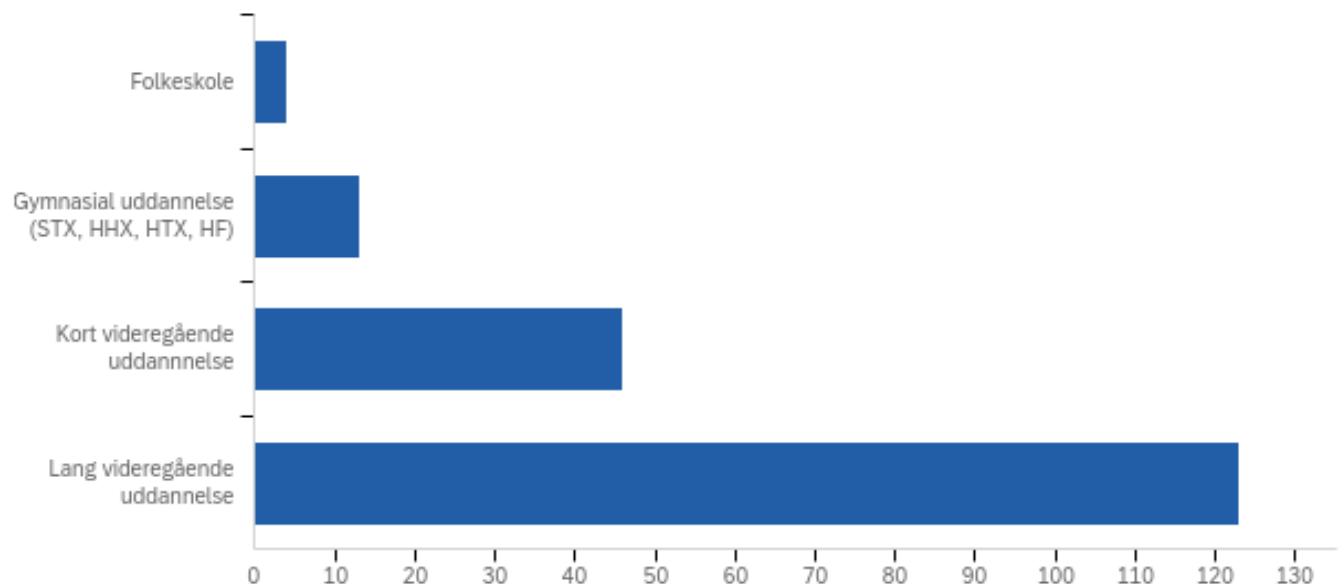
Q3 - Region



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Region	1.00	5.00	1.39	0.93	0.86	186

#	Answer	%	Count
1	Region Hovedstaden	81.18%	151
2	Region Sjælland	5.91%	11
3	Region Syddanmark	8.60%	16
4	Region Nordjylland	1.08%	2
5	Region Midtjylland	3.23%	6
	Total	100%	186

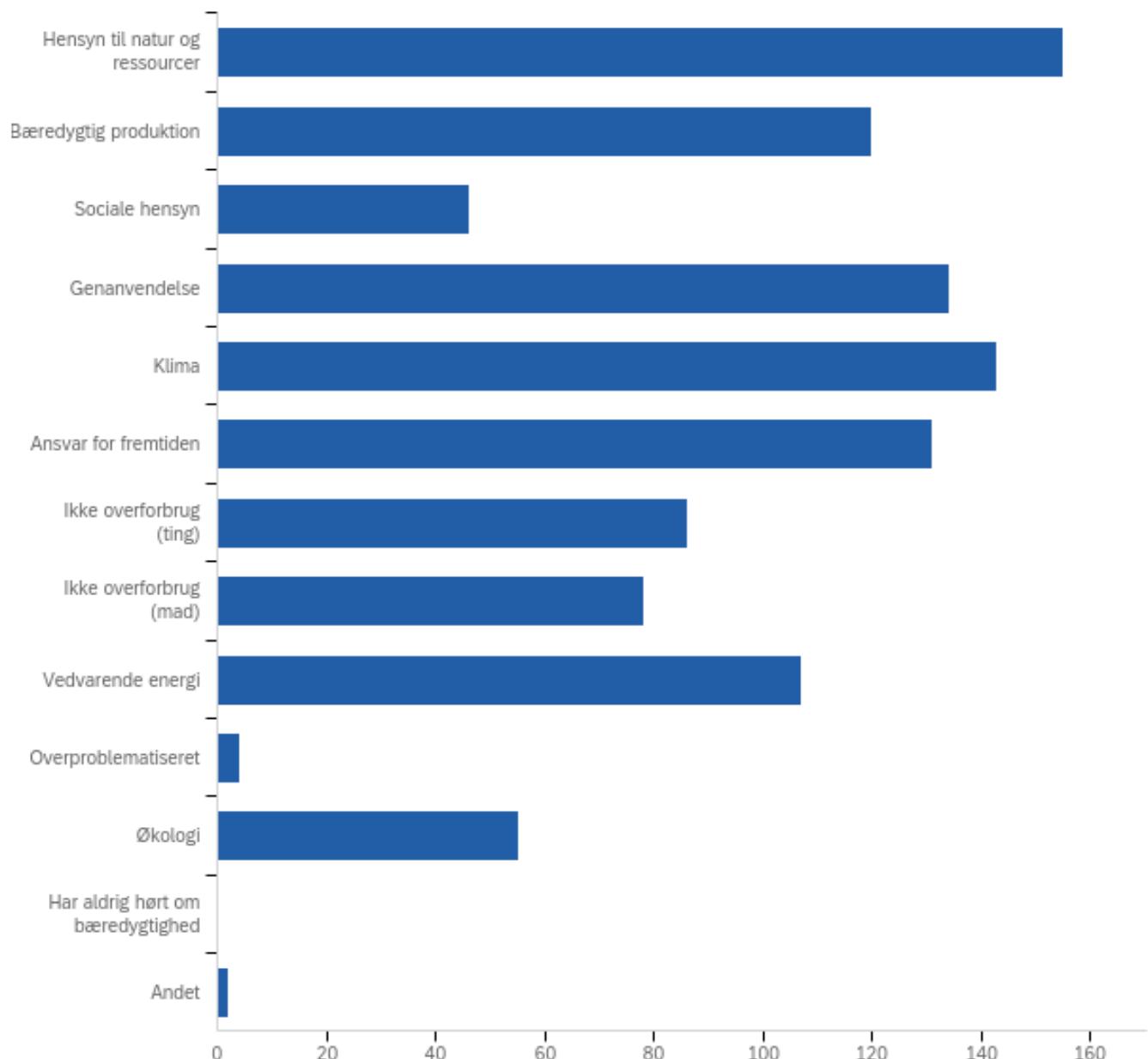
Q4 - Uddannelsesniveau



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Uddannelsesniveau	1.00	4.00	3.55	0.72	0.52	186

#	Answer	%	Count
1	Folkeskole	2.15%	4
2	Gymnasial uddannelse (STX, HHX, HTX, HF)	6.99%	13
3	Kort videregående uddannelse	24.73%	46
4	Lang videregående uddannelse	66.13%	123
	Total	100%	186

Q6 - Hvad forbinder du med ordet bæredygtighed?



#	Answer	%	Count
1	Hensyn til natur og ressourcer	14.61%	155
2	Bæredygtig produktion	11.31%	120
3	Sociale hensyn	4.34%	46
4	Genanvendelse	12.63%	134

5	Klima	13.48%	143
6	Ansvar for fremtiden	12.35%	131
7	Ikke overforbrug (ting)	8.11%	86
8	Ikke overforbrug (mad)	7.35%	78
9	Vedvarende energi	10.08%	107
10	Overproblematiseret	0.38%	4
11	Økologi	5.18%	55
12	Har aldrig hørt om bæredygtighed	0.00%	0
13	Andet	0.19%	2
	Total	100%	1061

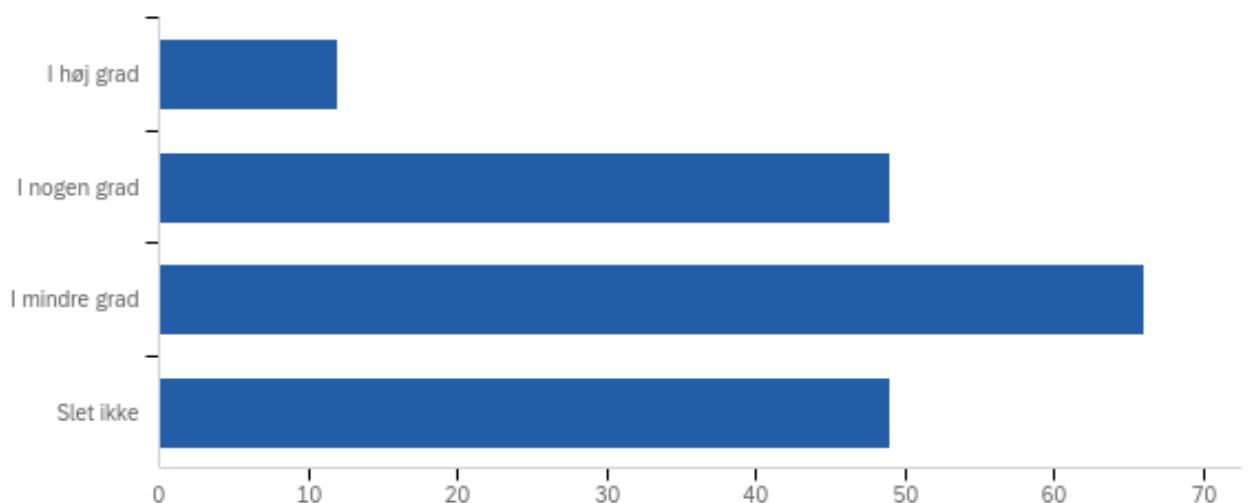
Q6_13_TEXT - Andet

Andet - Tekst

Produktion der giver tilbage, socialt arbejde der erstatter nuværende erhverv (Project Hiu fx)

Cyklen i stedet for bil

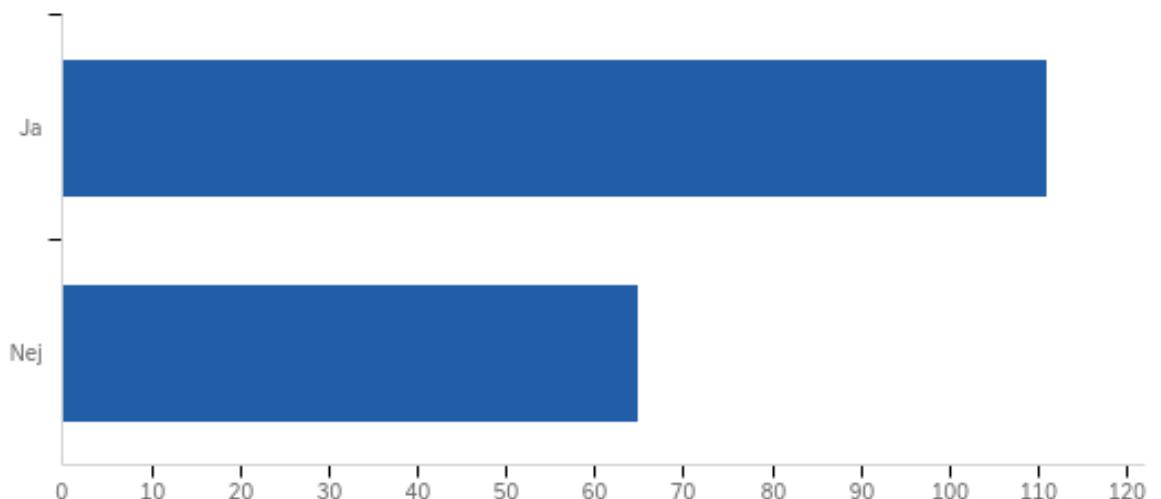
Q8 - I hvilken grad er bæredygtighed med i dine overvejelser, når du bestiller en rejse?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I hvilken grad er bæredygtighed med i dine overvejelser, når du bestiller en rejse?	1.00	4.00	2.86	0.90	0.81	176

#	Answer	%	Count
1	I høj grad	6.82%	12
2	I nogen grad	27.84%	49
3	I mindre grad	37.50%	66
4	Slet ikke	27.84%	49
	Total	100%	176

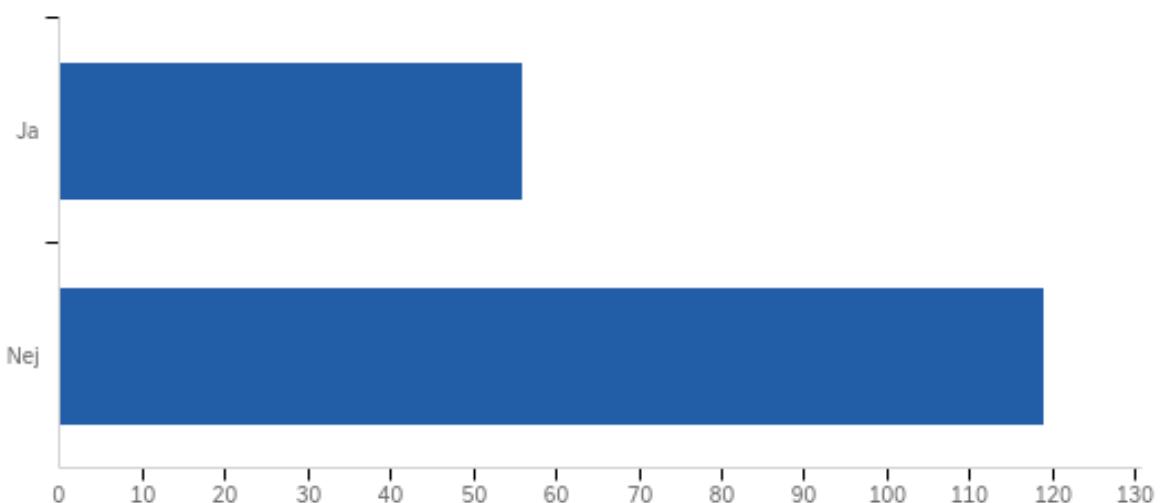
Q9 - Betyder det noget for dig, om et rejseselskab går op i bæredygtighed?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Betyder det noget for dig, om et rejseselskab går op i bæredygtighed?	1.00	2.00	1.37	0.48	0.23	176

#	Answer	%	Count
1	Ja	63.07%	111
2	Nej	36.93%	65
	Total	100%	176

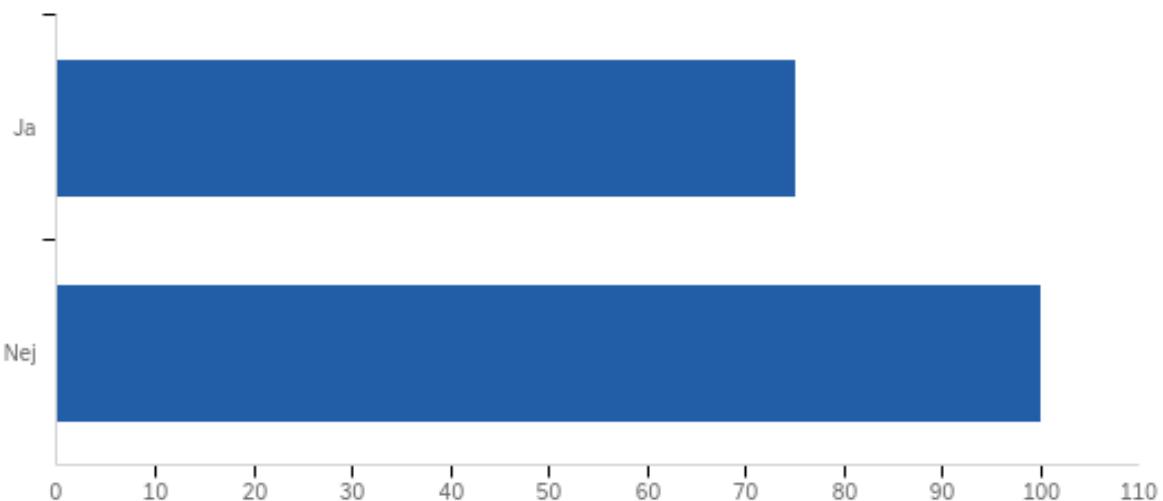
Q10 - Kunne du finde på at fravælge et rejseselskab, hvis de ikke går op i bæredygtighed?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Kunne du finde på at fravælge et rejseselskab, hvis de ikke går op i bæredygtighed?	1.00	2.00	1.68	0.47	0.22	175

#	Answer	%	Count
1	Ja	32.00%	56
2	Nej	68.00%	119
	Total	100%	175

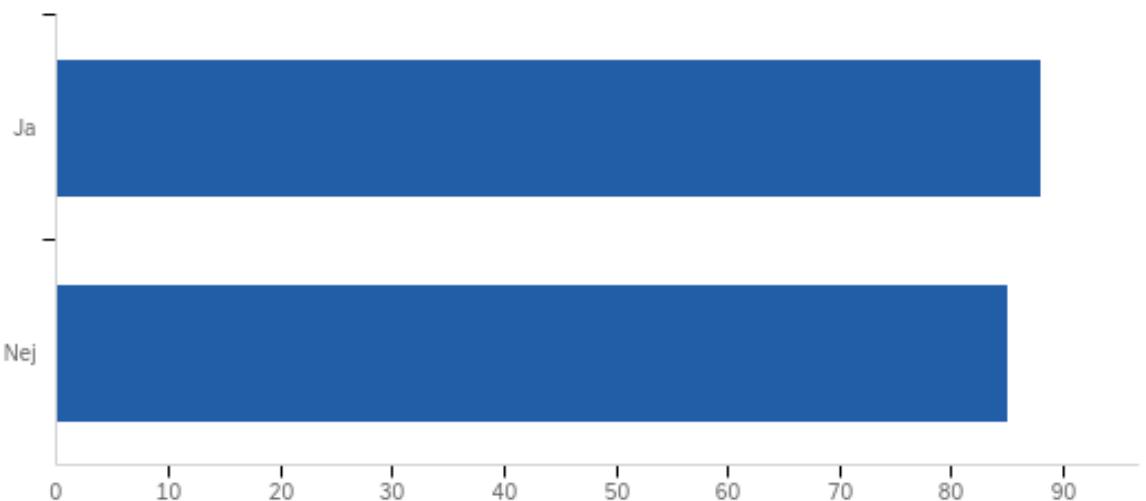
Q11 - Er rejseskabers kommunikation om bæredygtighed forståelig for dig som forbruger?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Er rejseskabers kommunikation om bæredygtighed forståelig for dig som forbruger?	1.00	2.00	1.57	0.49	0.24	175

#	Answer	%	Count
1	Ja	42.86%	75
2	Nej	57.14%	100
	Total	100%	175

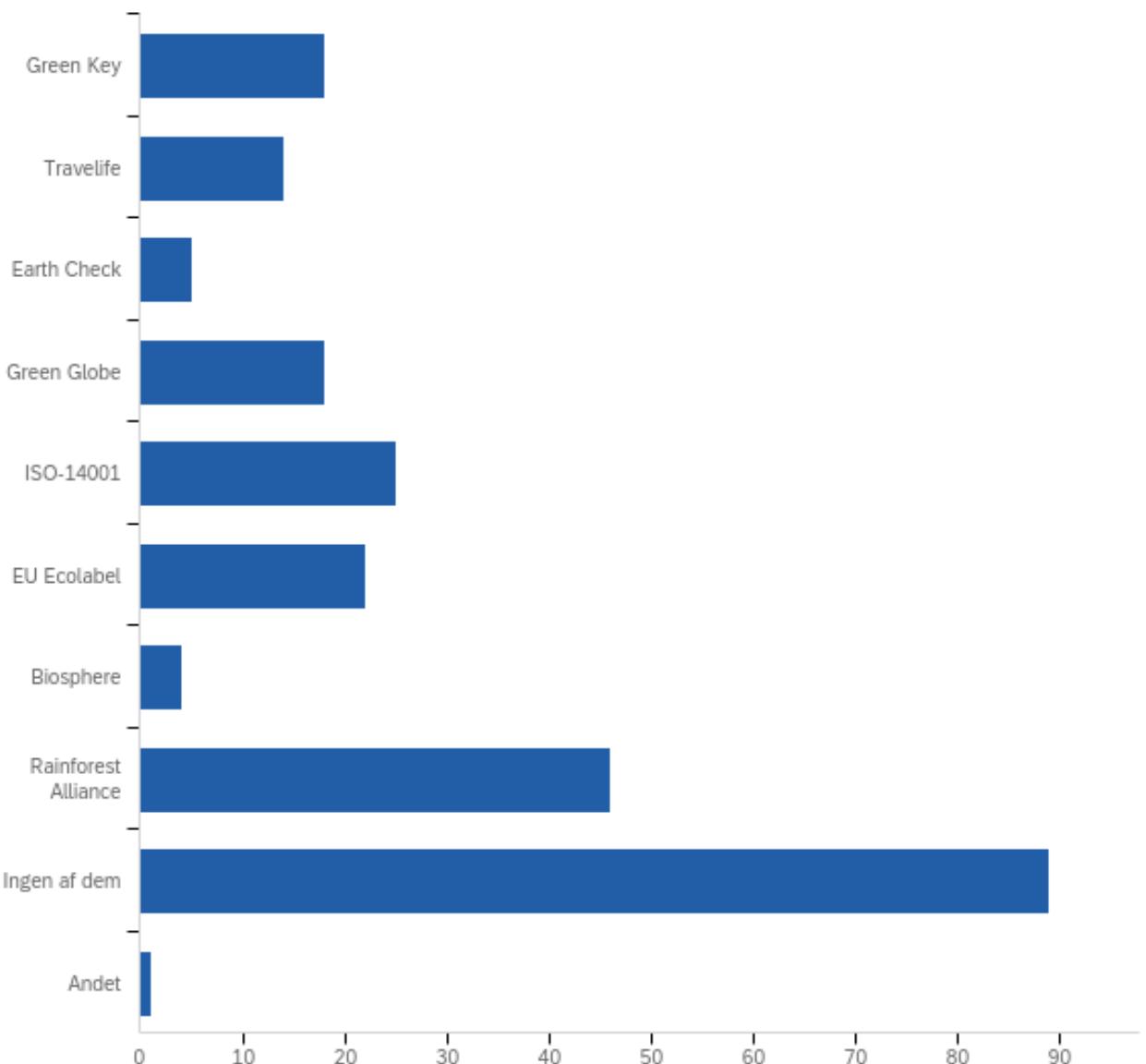
Q12 - Synes du, at det er troværdigt, hvis rejseskaber kommunikerer om bæredygtighed?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Synes du, at det er troværdigt, hvis rejseskaber kommunikerer om bæredygtighed?	1.00	2.00	1.49	0.50	0.25	173

#	Answer	%	Count
1	Ja	50.87%	88
2	Nej	49.13%	85
	Total	100%	173

Q13 - Hvilke af følgende bæredygtigheds certificeringer har du hørt om?



#	Answer	%	Count
1	Green Key	7.44%	18
2	Travelife	5.79%	14
3	Earth Check	2.07%	5
4	Green Globe	7.44%	18
5	ISO-14001	10.33%	25
6	EU Ecolabel	9.09%	22

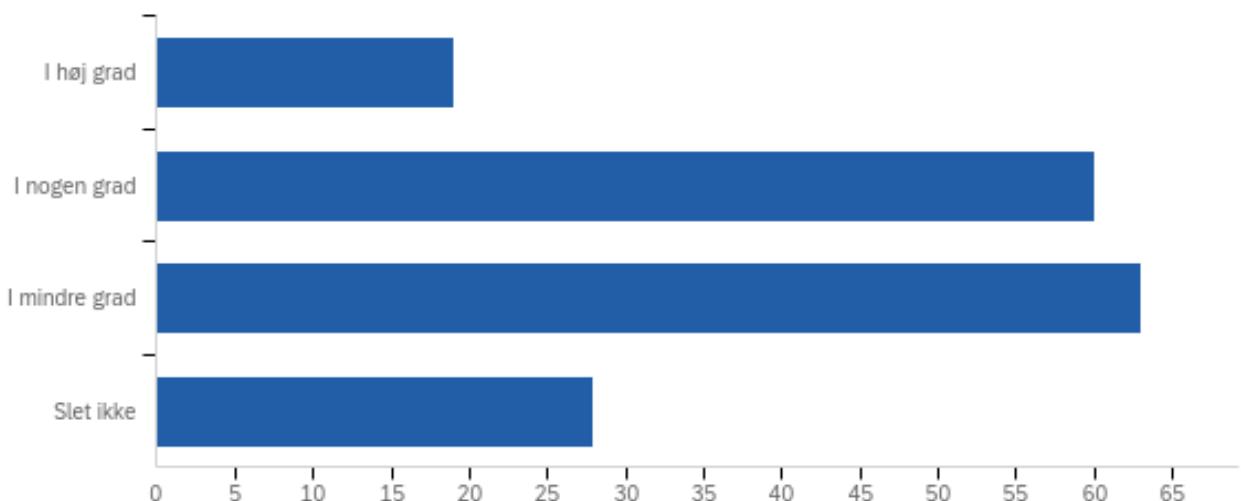
7	Biosphere	1.65%	4
8	Rainforest Alliance	19.01%	46
9	Ingen af dem	36.78%	89
10	Andet	0.41%	1
	Total	100%	242

Q13_10_TEXT - Andet

Andet - Tekst

Husker det ikke da det er for længe siden at jeg har kigget på rejser pga Corona

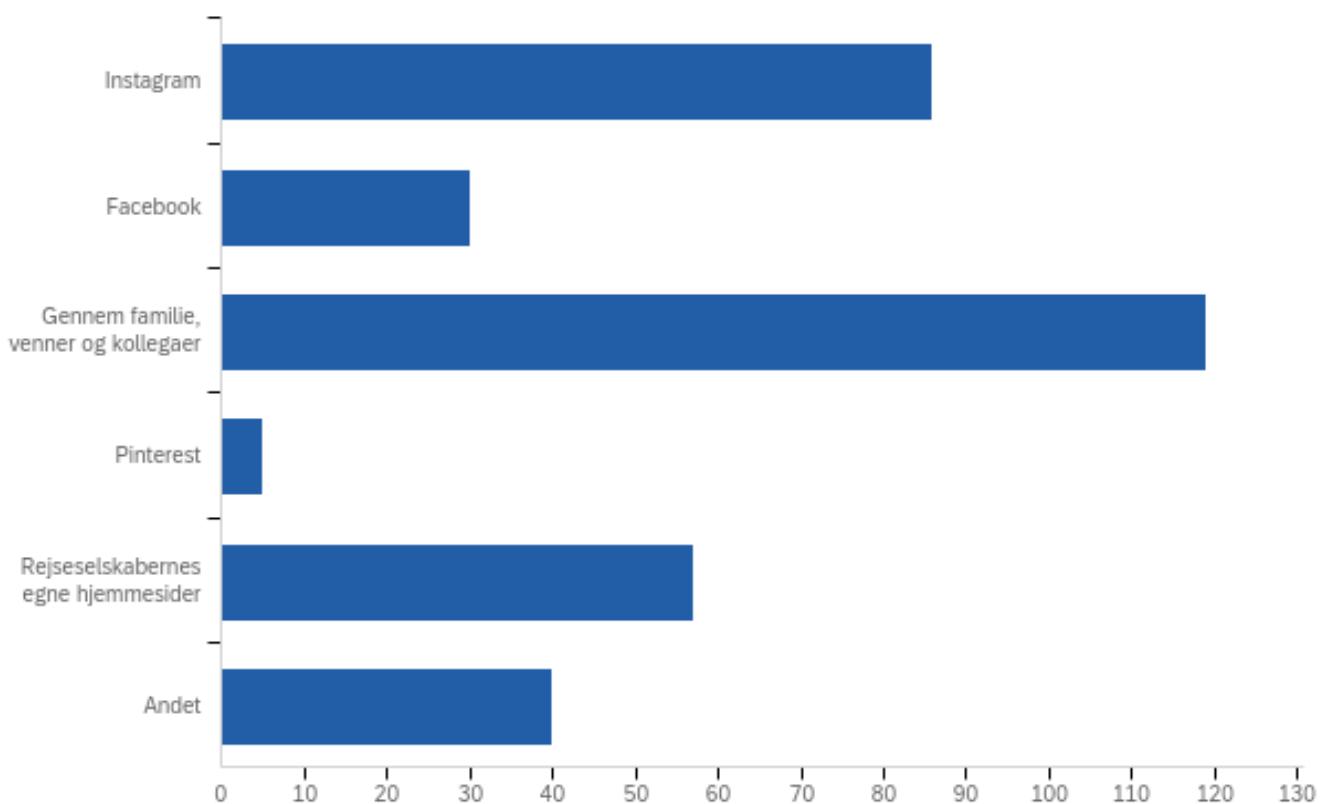
Q14 - I hvor høj grad betyder det noget for dig, om et rejseselskab er bæredygtigheds certificeret?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	I hvor høj grad betyder det noget for dig, om et rejseselskab er bæredygtigheds certificeret?	1.00	4.00	2.59	0.89	0.80	170

#	Answer	%	Count
1	I høj grad	11.18%	19
2	I nogen grad	35.29%	60
3	I mindre grad	37.06%	63
4	Slet ikke	16.47%	28
	Total	100%	170

Q15 - Hvor finder du inspiration til dine rejser?



#	Answer	%	Count
1	Instagram	25.52%	86
2	Facebook	8.90%	30
3	Gennem familie, venner og kollegaer	35.31%	119
4	Pinterest	1.48%	5

5	Rejseselskabernes egne hjemmesider	16.91%	57
6	Andet	11.87%	40
	Total	100%	337

Q15_6_TEXT - Andet

Andet - Tekst

Rejseprogrammer

Google

Arbejde

Arrangerer selv via nettet

Kigger ofte først efter flybilletter og på priser, for derefter at tilrettelægge min rejse efter pris/destination.

blogs og videoer på nettet og youtube

Berlingske rejsesektion

Youtube

Google

Google, momondo

Lokal turistinformation

Rejsespejder

Selvstudie

Internettet sku da #wheretogoonholiday

youtube

Fritidsorganisationer

Anbefalinger fra folk man har mødt på rejser

Google

En blanding

Samtaler med venner/familie osv.

Nettet

Egen research

Appendix B – Interview guide agencies

Briefing	AGENCIES	
Præsentation af os og opgave	Hvem er vi?	Gruppen består af Sofie og Karoline – vi læser cand.merc.(kom) på CBS på sidste semester.
	Hvad skriver vi om?	Præsentation af case – kommunikation CSR og bæredygtighed i rejsebranchen. Vi ser en interesse for bæredygtighed fra både virksomheder og forbrugere, men samtidig fortæller flere kilder, at der ikke reelt er en efterspørgsel fra forbrugerne på bæredygtighed, når det kommer til folks rejsevaner. Hvordan får man kunder og rejsebureauer til at mødes?
Rammer for interview	Tidsramme	Interviewet kommer til at tage ca. 45 minutter
	Optages på diktafon	Vi vil gøre dig opmærksom på, at interviewet bliver optaget på diktafon.

Præsenter dig selv	Anonymisering	Du vil som udgangspunkt ikke være anonym i dette interview. Dit navn, titel og den virksomhed du kommer fra, vil fremgå i vores opgave.
	Rollefordeling	Karoline stiller spørgsmål, Sofie styrer diktafon, skriver noter og stiller eventuelt uddybende spørgsmål.
	Redegørelse	Vi vil gøre dig opmærksom på, at du deltager frivilligt i interviewet, og at du altid kan trække dit samtykke til deltagelse tilbage.
		Vi du ikke lige kort præsentere dig selv? Navn, titel, virksomhed, og hvad du laver.

Forskningssspørgsmål	Interviewspørgsmål
Bæredygtighed for jer som virksomhed	Hvad betyder begrebet bæredygtighed for jer som virksomhed? <i>Co2, lokale initiativer, skrald i naturen etc.</i>

	<ul style="list-style-type: none"> • <i>Hvordan kan det være, at I som virksomhed har valgt at arbejde med bæredygtighed?</i> • <i>(Hvad er jeres forhold til bæredygtighed?)</i> <p>Hvilke tanker har I gjort jer om at kommunikere bæredygtighed?</p> <ul style="list-style-type: none"> • <i>Er det et område I forsøger at differentiere jer fra andre rejsebureauer på? - Hvis ja, hvordan?</i> <p>Når I kommunikerer bæredygtighed og bæredygtige rejser, hvem er så jeres målgruppe?</p> <ul style="list-style-type: none"> • <i>Hvem forsøger I at ramme?</i>
Bæredygtighed hos jeres forbrugere	<p>Hvordan oplever I generelt forbrugernes forhold til bæredygtighed?</p> <ul style="list-style-type: none"> • <i>Spørger kunder specifikt ind til bæredygtighed og bæredygtige rejser?</i> <p>Har I oplevet en udvikling i efterspørgslen på bæredygtighed og rejser med fokus på bæredygtighed i løbet af de seneste år?</p> <ul style="list-style-type: none"> • Hvis ja: Hvilken udvikling har I set? • Hvis nej: Hvad spørger folk så efter? • OG: Vi ser ellers en stor udvikling i folks interesse for bæredygtighed, så hvorfor tror du, at det er, at den interesse ikke strækker sig ind i ferievane?

Bæredygtighed på markedet	<p>Ser I nogle bestemte trends i forhold til bæredygtighed, der i løbet af de næste år vil have betydning for jer som virksomhed?</p> <ul style="list-style-type: none"> • <i>Fx folks rejsevaner efter Coronakrisen. Tror du, at folk vil have øget lyst/andre prioriteter i forhold til at rejse bæredygtigt?</i>
Andet	<p>Hvis I fik en halv million til bæredygtighed i morgen, hvad ville I så kaste det efter?</p> <p>Har du andet, du gerne vil tilføje?</p> <ul style="list-style-type: none"> • Uddybning? • Erfaringer? • Perspektiver?

Debriefing	
Afrunding	Så er vi nået til vejs ende i interviewet, og til slut har vi nogle få informationer til dig
Praktisk	<p>Dine udtalelser vil blive brugt de steder i opgaven, hvor det er relevant, og vi kommer til at citere dig direkte – med navn og titel, som nævnt i starten af interviewet.</p> <p>Hvis du ønsker det, vil vi naturligvis fremsende de dele af opgaven hvor dine udtalelser fremgår – eller hele opgaven hvis det har din interesse.</p>
Opsummering	Tusind tak for din tid og deltagelse. Du er velkommen til at kontakte os, hvis du har

yderlige spørgsmål til opgaven
eller interviewet.

Appendix C – Interview guide expert Niels Riis

Briefing	Expert N.R.	
Præsentation af os og opgave	Hvem er vi? Hvad skriver vi om?	Gruppen består af Sofie og Karoline – vi læser cand.merc.(kom) på sidste semester. Præsentation af case – kommunikation CSR og bæredygtighed i rejsebranchen. Præsentation af case – kommunikation CSR og bæredygtighed i rejsebranchen. Vi ser en interesse for bæredygtighed fra både virksomheder og forbrugere, men samtidig fortæller flere kilder, at der ikke reelt er en efterspørgsel fra forbrugerne på bæredygtighed, når det kommer til folks rejsevaner. Hvordan får man kunder og rejsebureauer til at mødes?
Rammer for interview	Tidsramme	Interviewet kommer til at tage ca. 30 minutter

Præsentation af interviewperson	Optages på diktafon	Vi vil gøre dig opmærksom på, at interviewet bliver optaget på diktafon.
	Anonymisering	Du vil ikke være anonym i dette interview. Dit navn og titel vil fremgå i vores opgave.
	Rollefordeling	Karoline stiller spørgsmål, Sofie styrer diktafon, skriver noter og stiller eventuelt uddybende spørgsmål.
	Redegørelse	Vi vil gøre dig opmærksom på, at du deltager frivilligt i interviewet, og at du altid kan trække dit samtykke til deltagelse tilbage.
	Vi har valgt dig fordi	Erfaring indenfor branchen, du har været med til at udvikle og implementere bæredygtige planer. Og så kan vi se, at du har arbejdet for forskellige organisationer, som vi synes er interessante i den her debat.
	Informanten præsenterer sig selv	

		Navn, titel, virksomhed, funktion. <i>Hvad har du beskæftiget dig med i forhold til rejsebranchen og bæredygtighed?</i>
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Forskningsspørgsmål	Interviewspørgsmål
Bæredygtighed i branchen	<p>Hvordan oplever du helt generelt, at der bliver arbejdet med bæredygtighed i rejsebranchen?</p> <ul style="list-style-type: none"> • <i>Meget: Hvad er bevæggrunden for, at der bliver arbejdet så intensivt med netop bæredygtighed?</i> • <i>Lidt: Vi ser en stigende interesse fra befolkningen, så hvorfor tror du, at rejsebranchen netop nu ikke har så meget fokus på det?</i>
Bæredygtighedskommunikation	<p>Nu har vi været inde at kigge på større rejsebureauer som Spies, Apollo og TUI, der alle sammen gør et kæmpe stykke arbejde indenfor bæredygtighed. Hvordan tror du det kan være, at de ikke bruger det specifikt i deres markedsføring?</p> <ul style="list-style-type: none"> • <i>Mange af de større rejsebureauer er bæredygtigheds certificeret, men hvem tænker du, at certificeringerne er til for?</i>

<p>Bæredygtighed hos forbrugerne</p>	<p>Der er det her problem med, at forbrugerne ikke aktivt efterspørger bæredygtighed hos rejsebureauerne. Hvordan tror du, at der kan være?</p> <p>Tænker du, at det kan være svært forbrugerne at gennemskue de mange certifikater der findes, som rejsebureauerne bruger?</p> <p>Tror du, at der kan være en vis skepsis fra forbrugerne overfor bæredygtighedskommunikation i rejsebranchen?</p>
<p>Andet / dit perspektiv på ...</p>	<p>Kan du på nogen måde se Corona som en mulighed for en genstart, når vi er ude på den anden side?</p> <p>Har du andet, du gerne vil tilføje?</p> <ul style="list-style-type: none"> • Uddybning? • Erfaringer? • Perspektiver?

Debriefing	
Afrunding	Så er vi nået til vejs ende i interviewet, og til slut har vi nogle få informationer til dig
Praktisk	<p>Dine udtalelser vil blive brugt de steder i opgaven, hvor det er relevant, og vi kommer til at citere dig direkte – med navn og titel, som nævnt i starten af interviewet.</p> <p>Hvis du ønsker det, vil vi naturligvis fremsende de dele af opgaven hvor dine udtalelser fremgår – eller hele opgaven hvis det har din interesse.</p>
Opsummering	Tusind tak for din tid og deltagelse. Du er velkommen til at kontakte os, hvis du har yderligere spørgsmål til opgaven eller interviewet.

Appendix D – Interview guide expert Peter Rasmussen

Briefing	Expert P.R.	
Præsentation af os og opgave	<p>Hvem er vi?</p> <p>Hvad skriver vi om?</p>	<p>Gruppen består af Sofie og Karoline – vi læser cand.merc.(kom) på sidste semester.</p> <p>Præsentation af case – kommunikation CSR og bæredygtighed i rejsebranchen. Præsentation af case – kommunikation CSR og bæredygtighed i rejsebranchen. Vi ser en interesse for bæredygtighed fra både virksomheder og forbrugere, men samtidig fortæller flere kilder, at der ikke reelt er en efterspørgsel fra forbrugerne på bæredygtighed, når det kommer til folks rejsevaner. Hvordan får man kunder og rejsebureauer til at mødes?</p>
Rammer for interview	Tidsramme	Interviewet kommer til at tage ca. 30 minutter

	<p>Optages på diktafon</p> <p>Anonymisering</p> <p>Rollefordeling</p> <p>Redegørelse</p>	<p>Vi vil gøre dig opmærksom på, at interviewet bliver optaget på diktafon.</p> <p>Du vil ikke være anonym i dette interview. Dit navn og titel vil fremgå i vores opgave.</p> <p>Karoline stiller spørgsmål, Sofie styrer diktafon, skriver noter og stiller eventuelt uddybende spørgsmål.</p> <p>Vi vil gøre dig opmærksom på, at du deltager frivilligt i interviewet, og at du altid kan trække dit samtykke til deltagelse tilbage.</p>
Præsentation af interviewperson	<p>Informanten præsenterer sig selv</p>	<p>Navn, titel, virksomhed, funktion.</p> <p><i>Hvad har du beskæftiget dig med i forhold til rejsebranchen og bæredygtighed?</i></p>

Forskningsspørgsmål	Interviewspørgsmål
Bæredygtighed i branchen	<p>Hvordan oplever du helt generelt, at der bliver arbejdet med bæredygtighed i rejsebranchen?</p> <ul style="list-style-type: none"> • <i>Meget: Hvad er bevæggrunden for, at der bliver arbejdet så intensivt med netop bæredygtighed? Tror du, at den ene gør det fordi den anden gør det, og så gør den tredje det fordi...</i> • <i>Lidt: Vi ser en stigende interesse fra befolkningen, så hvorfor tror du, at rejsebranchen netop nu ikke har så meget fokus på det?</i>
Bæredygtighedskommunikation	<p>Nu har vi været inde at kigge på større rejsebureauer som Spies, Apollo og TUI, der alle sammen gør et kæmpe stykke arbejde indenfor bæredygtighed. Hvordan tror du det kan være, at de ikke bruger det specifikt i deres markedsføring?</p> <ul style="list-style-type: none"> • <i>Mange af de større rejsebureauer er bæredygtigheds certificeret, men hvem tænker du, at certificeringerne er til for?</i>

Bæredygtighed hos forbrugerne	Forestiller du dig, at det kan være svært for den almene forbruger at gennemskue bæredygtighedskommunikation fra rejsebureauerne?
Bæredygtighed på markedet	Både forbrugerne og virksomhederne mener, at bæredygtig er et vigtigt emne. Men samtidig viser undersøgelser at forbrugerne ikke efterspørger bæredygtig på rejser når det kommer til stykket. Hvad tror du, ligger til grund for dette?
Andet / dit perspektiv på ...	<p>Kan du på nogen måde se Corona som en mulighed for en genstart, når vi er ude på den anden side?</p> <p>Har du andet, du gerne vil tilføje?</p> <ul style="list-style-type: none"> • Uddybning? • Erfaringer? • Perspektiver?

Debriefing	
Afrunding	Så er vi nået til vejs ende i interviewet, og til slut har vi nogle få informationer til dig

Praktisk	<p>Dine udtalelser vil blive brugt de steder i opgaven, hvor det er relevant, og vi kommer til at citere dig direkte – med navn og titel, som nævnt i starten af interviewet.</p> <p>Hvis du ønsker det, vil vi naturligvis fremsende dele af opgaven hvor dine udtalelser fremgår – eller hele opgaven hvis det har din interesse.</p>
Opsummering	<p>Tusind tak for din tid og deltagelse. Du er velkommen til at kontakte os, hvis du har yderligere spørgsmål til opgaven eller interviewet.</p>

Appendix E – Interview transcription Glenn Bisgaard (Apollo, Communications Manager)

February 19, 2021. 07:55.

Karoline: Kunne du ikke tænke dig lige at give en ultrakort præsentation af dig selv?

Glenn Bisgaard: Jo, det kan jeg godt. Jeg er lidt over 50 år gammel, og har været i den her branche- jeg fejrede 25-års jubilæum sidste år, jeg startede da jeg var på jeres alder. Har også selv læst noget international økonomi og marketing og sådan noget, og startede faktisk som rejseleder da jeg var i starten af 20'erne. Og så har jeg været rundt i verden som rejseleder i seks år, og så kom jeg hjem og arbejdede med hele vores destinationsdrift hos det, der dengang hed Alletiders Rejser- altså Larsen Rejser blev til Alletiders Rejser, som blev til Kuoni, så blev Kuoni til Apollo. Sådan er det i vores branche. Og så har jeg haft ansvaret- jeg har været direktør for noget der hedder Kuoni incoming, som er incoming turisme til norden, i fire år. Og jeg har været fire år i Rusland, da vi havde købt en stor rejsevirksomhed derovre. Og så, ja, de sidste- så havde jeg lige ansvaret for Falk Lauridsen rejser også på et tidspunkt i et par år, og så slog vi det sammen og nedlagde det brand, og det er jo den vej det går i branchen kan man sige. At man centraliserer og lægger brands'ne ned, og så prøver at få bygget noget op, der har større sammenhængskraft. Og i dag der er jeg faktisk ansvarlig for Danmark, vi har hovedkontor i Stockholm, men jeg sidder også med CSR, jeg sidder med presse, vi har mange kasketter på i dag, fordi – det ved I sikkert også - organisationerne bliver mindre og mindre, og dem der er tilbage, skal varetage flere og flere opgaver. På godt og ondt, men der er også sket en kæmpe digitalisering, som gør det muligt. Skulle vi have haft det her møde for bare 4-5 år siden, så havde vi sikker skulle sætte tid af til at mødes, og bruge tid på at komme frem og tilbage, så det er jo bare en af de ting, som digitalisering kan. Jeg sidder også i vores nordiske CSR-gruppe og styrer den, og så sidder jeg i vores DER Turistik, som under coronakrisen er gået hen og blevet en af verdens største rejsearrangører. Jeg ved ikke om I kender vores ejerforhold, men vi er ejet af tyske REWE Group, som har 350.000 ansatte, og de driver supermarkeder, byggemarkeder og for hver dag der er lukket her under Corona, der producerer de bare det ene rekordoverskud efter det andet, så det rejsebranchen i koncernen har været nede, der har de kunne leve dobbelt så meget eller tre gange så meget i overskud. Det er jo, for os, et match i heaven for vores ejer. Og det er også derfor, vi ikke- selvfølgelig er vi nødt til at agere ud fra den krise vi er i lige nu, og der bliver også stillet krav til os fra- de har jo, REWE Group har en rejsedivision der hedder DER Turistik, og den sender cirka 7 millioner mennesker afsted på ferie om året. Der er vi en del af den, hvor vi så står for godt en million om året.

Karoline: Vi har jo været inde at lure lidt på jeres hjemmeside, selvfølgelig, og vi kan se, at I gør et ret stort arbejde indenfor CSR og bæredygtighed. Hvordan kan det være, at I helt fra starten af som virksomhed har valgt at arbejde med bæredygtighed?

Glenn Bisgaard: Bæredygtighed for os, og det er jo, det er vigtigt for mig at understrege, at der er mange når man taler om bæredygtighed, så tænker de kun CO2 og miljø. Det er det jo ikke. Det er kun en sjættedel eller en syvendedel af det. Det er også sådan noget som menneskerettigheder og sådan noget som, at det er okay at være homoseksuel eller at stemme på de røde, og ikke på de blå. Det er rigtig mange ting. Det er sådan noget som at have ordentlige arbejdsforhold, det er sådan noget som at behandle dyr ordentligt, så I kender jo godt termerne. Det er jo noget, som vi kan påvirke, der

hvor vi kommer frem. Det er også sådan noget, som skal sikre, at børn har det godt og ikke bliver misbrugt hverken seksuelt eller trafikeret til Europa, fordi der er nogle pengestærke turister, der kan betale for at have sex med dem, og det, det er jo sådan nogle ting, som går ind under bæredygtighed, og der er det jo naturligt for os at tage et ansvar der hvor vi kommer frem, fordi vi lever rent faktisk af at skulle tage, nu siger jeg bare for vores vedkommende, tage nordiske borgere til et land, og det er jo klart, at hvis man bare er ligeglads med det hele, så løber det land jo tør for de ressourcer, der gør det attraktivt lige pludselig. Og derfor så er vi gået ind i det, og det har vi været i mange år. Vi var de første, der lavede en EggPad aftale i norden. Helt tilbage i 2007, mener jeg det var. Vi var de første der blev Travelife certificerede, nordiske turoperatører, vi er i gang med den nye audit i år, det skal man jo gøre hvert andet år. Den er vi faktisk lige gået i gang med nu for 2021. Vi skulle have gjort det sidste år, men pga. Corona, både hos os og hos Travelife, så gav det ingen mening. Der har jo ikke været nogen rejser, så det giver lidt sig selv, men det er vi i gang med nu faktisk. Og det er årsagen til, at vi er i det nu. Det er fordi vi giver tilbage til der hvor vi kommer hen. Og den anden dimension i det, det er at vi, fordi verden er anderledes i dag end den var i 2007, er at vi engagerer os også lokalt i Danmark og i Sverige, Norge og sådan noget. Så, ja, det er årsagen.

Karoline: Når I så skal kommunikere alt det her bæredygtighed ud, fordi vi har jo siddet som kommunikationsstuderende, der faktisk er interesserende i det her emne, og siddet og kigget rundt hos forskellige rejsebureauer, og det er jo virkelig svært at finde hoved og hale i hvad der lige er hvad. Hvilke tanker har I gjort jer om at kommunikere bæredygtighed, så forbrugerne kan forstå det?

Glenn Bisgaard: Altså, det der er i det, for det første blev jeg kontaktet af Forbrugerombudsmanden, som har lagt en sag an mod blandt andet os, fordi man mener ikke, at man kan tale om bæredygtige rejser, men det mener vi jo godt, man kan. Men igen, så bliver man også nødt til at skære bæredygtighedspølsen op i 6-7 stykker, og så kigge på dem, sådan, stykke for stykke, fordi hvis ikke vi gør en forskel ude på destinationerne og kulturen møder hinanden, og sikrer os, at vores hoteller certificeres indenfor GreenKey, som for øvrigt er en dansk opfindelse og organisation, og vi har Travelife certificerede hoteller, hvis ikke vi gjorde alle de ting, hvis ikke vi støtter et lokalt børnehjem nede i Grækenland med børn, som faktisk hverken har til dagen eller vejen, fordi deres forældre er så fattige og bor usselt, det er jo også bæredygtighed. Men når man kigger på det – tror jeg – hos forbrugerombudsmanden, så kigger man på at nå men en flyrejse sviner jo- ja ja, men nu læste jeg faktisk lige at en bøf- CO2 aftrykket for en steak, er det samme som hvis I sætter jer ind i jeres bil og kører til Paris. Hvis man regner hele den der rejse ud. Og vi har haft diskussioner med Politiken, fordi da det var hypet det her før Coronakrisen, der blev vi faktisk kaldt til møde fordi vi kritiserede Politiken, fordi de var ude at sige ‘aha, nu skal vi hver gang vi laver en rejse- en annonce for et flyselskab eller et rejseselskab, så skal vi skrive CO2 aftrykket’. Der kom vi ind at tale med Kristian Jensen, fordi vi sagde, at I er jo helt ude på et sidespor her, fordi hvad er CO2 aftrykket når der er modeuge i København? Hvad koster det ikke at producere sådan en skjorte som jeg sidder i? Eller det tøj, I har på nu? Så man skal passe på, at man ikke kommer til at klinge hult, når man prøver at tage ejerskab på noget, og det er også derfor, at vi prøver ikke at trække bæredygtighed ned over hovedet på folk. Folk har en holdning. Det kan godt være, at du stemte på, nu siger jeg bare Venstre, sidst, men næste gang så stemmer du på de Konservative, fordi nu er det der, din holdning er. Og det er jo lidt med bæredygtighed som med dengang man introducerede økologiske frugter og grøntsager

i supermarkedet. Man interviewede folk der gik ind, ‘hvor meget økologisk køber du?’ ‘jamen jeg køber hvert fald 25- måske halvdelen af det jeg køber’ fint, så gik de ind, og da de kom ud, tjekkede man deres indkøbskurv, og så var det under 10 procent. ‘ej, ikke lige i dag, og ikke lige-’ man skal bare ikke- man skal ikke tvivle på, at pris har altid en indflydelse i det her. Og det at være politisk korrekt, og at være forgangskvinde – eller mand – for noget og have en holdning til noget, er sundt, fordi det kan påvirke andre, men man skal heller ikke begynde at prædike overfor andre. Man skal ligesom, vi havde en diskussion i går i vores holdbarhedsgruppe, arh det var ikke en diskussion, men vi har vores sportshotel på Fuerteventura, og de er Travelife certificerede også, og de gør faktisk rigtig mange ting, de har lige lagt op, at de har fået deres første eldrevne varevogn, fordi de henter jo varer på øen og sådan noget, og kører over til søsterhotellet på den anden side af øen, og så havde jeg to kollegaer der lige havde været dernede, fordi i Sverige må man godt rejse ud, der er ikke ligeså mange restriktioner som der er i Danmark lige nu, men til gengæld er der ikke særligt mange svenskere der rejser ud, fordi der er ikke særligt mange lande der vil have svenskere på besøg på grund af alle spændingerne. Så spurgte jeg ‘hvordan oplevede I hotellet?’, og de sagde ‘jamen vi mærkede faktisk ikke, at de var- altså det var ikke sådan noget med, at de havde hængt store plakater op og gjorde opmærksom på det’ og så var der en kollega der sagde, at det var jo fantastisk, fordi hvis man kan gå et sted og vide, at her er man egentlig på et bæredygtigt hotel, som har smidt alle plastiksugerørene væk ikke. Igen, plastiksugerør, det er bare enormt symbolsk fordi, mellem os tre der sidder her, nu har I selv været ude at rejse, hvor mange af jeres plastiksugerør er egentlig havnet i havet? Nu spørger jeg bare.

Karoline: Altså hvor vi med vilje har smidt dem i havet?

Glenn Bisgaard: Har I nogensinde siddet med en drink nede på stranden, og så bare smidt det ud i havet?

Karoline: Ej, aldrig.

Glenn Bisgaard: Altså, og det bliver sådan meget symbolsk nogle gange, ikke. Men sådan noget der, det er folk også blevet bedre til at sortere i. Og der er jo for fanden ikke nogen danskere, og det har jeg også diskuteret med en journalist fra Politiken, som forsøgte at få en god historie på et tidspunkt-øh, der er jo ingen danskere, som bevidst går ned på stranden, og så- jo et barn måske, men så er forældrene der jo, så man skal passe på, at man ikke bliver sådan noget symbolsk, der bare skal skabe nogle overskrifter. Så skal man virkelig prøve at dykke ned i det. Og oftest så drukner de der gode artikler og gode historier jo bare i, at man lige læser overskriften og indledningen, og så er man videre fordi, årh men der var jo ikke noget succes i den der historie. Men for at vende tilbage til Playitas historien, så var der en af de andre kolleger der sagde, ‘men så er de jo ikke sådan lykkedes med det, hvis ikke de fortæller om det’. Der kan I se, det er sådan et dilemma, ikke? Den ene vil gerne have meget mere at vide om det, og den anden synes jo, at det er fantastisk, fordi så er man der, og så ved man, at man er der på et bæredygtigt grundlag. Så det er, ja.

Sofie: Men det er jo også igen fordi jeres branche er, den er så nem at kritisere. I er jo et nemt target, og vi skulle blandt andet hilse dig fra Mikkel fra TUI, men en af de ting vi snakkede med ham om, det var også det her med, at der kan være alle de her gode ting man gør, som ikke er nogen god

historie, og så kan der være ting som er nemme at kommunikere, som ikke er nogle vildt store initiativer, men som til gengæld er en god historie. Og jeg hører også lidt, at det er den balance, I prøver at ligesom gå imellem.

Glenn Bisgaard: Ja, altså vi prøver at have det på forsiden af vores hjemmeside, fordi vi ved, at mange tænker over det, når man spørger ind til det, det ved I sikkert også, I har jo sikkert også i jeres studie haft om human behavior. Når man spørger folk ind til noget, og hvad gør I, og hvad er det så rent faktisk de gør bagefter. Altså, det er jo det, der er så spændende en symbiose. Der var en undersøgelse på et tidspunkt, hvor man i Kulturministeriet havde lavet en undersøgelse, man havde sende et kæmpe spørgeskema ud til rigtig mange danskere, for at spørge ind til deres kulturförbrug. Og rapporten kom ud, og der stod bare, at danskerne var, arh men de var jo, prøv at høre, vi var fandme de mest kulturelle folk i hele Europa. Så var der så en forman for teatrenes brancheforening, der gik ud og sagde, at hvis de tal stemmer, hvis det stemmer, det der står i den rapport, prøv at høre, det er Kulturministeriet der har brugt penge på at lave den rapport, så skal vi jo have udsolgte forstiller 365 dage om året. Fordi hvis de tal procentvis stemmer inde i den rapport, så skal vi have kø når vi åbner for billetsalget fordi så kulturelle er danskerne åbenbart. Men sandheden var bare, at det var det, de sagde de var, men det var ikke det de gjorde. Og det er lidt det samme med sådan noget bæredygtighed, og det er derfor vi bruger meget energi på nogle ting, som vi kan måle. Vi kan måle Travelife fordi de mæler os. Vi skal sende nogle regnskaber ind hvert år på vores CO2 forbrug på grøn energi. Jeg prøver at udfordre dem, der ringer ind og skal skabe nogle historier på, uha, apropos Forbrugerombudsmanden, journalisten spørger 'hvad har I tænkt jer at gøre ved det?' - hvis det er en definition af hvad vi skal kalde det, så lad os da bare tage den dialog og den diskussion, så må vi jo afvente og se Forbrugerombudsmandens afgørelse. Og det kommer jo fra en forbruger, som har anfægtet, at man kan jo ikke tale om bæredygtige rejser. Og jo, men man kan også tale om, at nogle rejser, de altså, de griser jo miljøet. Der kommer jo noget CO2 emission. Men det gør der også, når vi sidder og trækker vejret her.

Karoline: Har I, i løbet af de senere år, har I oplevet en udvikling i efterspørgslen både på bæredygtighed generelt for jer som virksomhed fra forbrugerne, men også rejser der har specifikt fokus på bæredygtighed? Eller er det meget det samme, I ser?

Glenn Bisgaard: Det er jo et godt spørgsmål. Der er jo den der meget bæredygtige, bevidste forbruger, som spørger ind til 'har I nogle hoteller, som er bæredygtige?'. Jeg var lige inde at tjekke vores to lister. Travelife certificerede tror jeg vi har 68, som vi anbefaler derinde. Og Travelife, kan I huske- har I ved I hvad Travelife er?

Karoline: Ja, vi har været inde at kigge.

Glenn Bisgaard: Men I skal jo huske, at det her er en certificering, som er bygget med World Tourism Organisation, med EU, med FN og sådan nogle ting. Og så er der, det der er det smarte ved Travelife, det er at den er ikke særligt dyr for små virksomheder, som har med turisme eller oplevelser at gøre, at komme i gang med, fordi de kan overskue det. Fordi det er ikke sådan, det er ikke en organisation, der er sat i verden for at tjene penge. Den er sat i verden for at gøre det bæredygtigt derude, i alle bæredygtighedsleddene, som vi talte om før, så det ikke kun er miljø, men også miljø

og menneskerettigheder, men også er dyrevelfærd. Og det er det, der er så godt ved den. Vidste I, at Green Key det er dansk?

Karoline: Nej.

Glenn Bisgaard: Og de startede allerede, hvis jeg ikke tager fejl, i '92 eller sådan noget, med at lave en certificering for hoteller. Og dem kan I jo ringe til, de sidder ude på Amager, og interviewe. De har sikkert tusind gode ting at fortælle. Men de har formået at rulle den her lille grønne nøgle ud på 5-6.000 hoteller i hele verden. Det er jo skidegodt gået, og det er en sindssygt god historie, der er bare ikke nogen avis, der gider at skrive om det. Og jeg vidste det ikke selv før jeg begyndte at researche på det, fordi grundens til vi har dem inde- det er jo ikke alle hoteller, der har mod på at gå i gang med en Travelife certificering, men rigtig mange havde allerede taget en Green Key certificering, fordi den er dét ældre. Og så sagde jeg, ja okay, jamen lad os få et samarbejde i gang med Green Key, fordi Green Key de kigger jo også på- jeg mener, at det er fra 2018- før i tiden var Green Key en miljøcertificering, og det var den, fordi den inkluderede ikke menneskerettigheder og dyrevelfærd, og da de så begyndte at inkludere det i deres certificeringsprogram, så kunne de kalde sig en bæredygtigheds-certificering, fordi så havde de netop fået de sidste elementer med, der går ind under CSR eller bare CR. Der er ca. En 68-69 hoteller derinde også, så alt i alt har vi det, der svarer til en 130-140 hoteller liggende oppe, som enten er Green Key eller Travelife certificerede. Og nogle gange går vi ud med sådan en 'til dig, der overvejer det bæredygtige program' - det har vi kun interesse i at fremme. Vores seneste ambitioner- jeg har lige haft et møde med mine kollegaer i DER Turistik, som dækker England, Tyskland, Vesteuropa, og- det er, at minimum tre udflugter i vores udflugtsprogram på destinationerne, de skal være bæredygtige i løbet af år 2022. Og vi skal have alle vores- vi har jo vores egne- når vi sender danskere til Kreta for eksempel, så er det jo vores egne kollegaer, der bor på Kreta og arbejder på Kreta, og er dermed. Det hedder en incoming agent, en der tager imod dem, der besøger destinationen, det er jo vores leverandører af busservicer, og hvad vi ellers har brug for, når man skal fra lufthavnen. Alle mine kolleger, som arbejder i DER Turistik Incoming, de skal være Travelife certificerede senest i 2023. Så på den måde begynder det at rykke ud på destinationerne. Hvis man lægger en parallel op imod hvordan økologi egentlig blev rullet ud, altså i starten var det jo rigtig dyrt, det var jo for snobberne, men i dag er det jo de store, det er Dansk Supermarked, det er Salling Group i dag, der har taget skridtet og sagt 'nej, fandme nej, nu skal priserne ned, der er ikke den store forskel'. Selvfølgelig kan det godt være, at en økologisk agurk koster 12 kroner, og en ikke-økologisk koster 8, men det er ikke der, du skal vælge den fra.

Karoline: Tror du, i forhold til alle de her certificeringer, at der er en risiko for, at det kan forvirre forbrugerne, når de er inde at kigge?

Glenn Bisgaard: Ja, altså, jeg vil lige sige i forhold til Travelife, at den mangler noget mere impact. Altså folk i Danmark ved ikke hvad det er. I skal huske på, I har talt med Mikkel fra Tui, I har talt med, jeg ved ikke om I har talt med nogen fra Spies også, men TUI er jo også i Travelife, men de er Travelife partner, fordi de er, så vidt jeg ved, ikke certificerede endnu, men jeg tror de er ved at blive det. Fordi det kræver en audit. Jeg kan ikke huske hvor mange spørgsmål vi er igennem, det er omkring 180 krav, og det er alt lige fra vores vandforbrug på kontoret, til om vi har sparefiltre, handicapvenlige forhold også, altså alt det der er ligesom en tjekliste de går igennem. Jeg tror også,

at I har på jeres studie har stiftet bekendtskab med de her ISO-certificeringer, altså de her internationale standarder. Og der kan man sige, at hvis man sammenligner den der ISO-14000, der er bæredygtigheds certificeringen indenfor ISO-begrebet, jeg tror det er 14000, og så over mod Travelife, altså en ISO-certificering, som egentlig- Travelife har endda nogle flere punkter med, den koster måske - nu siger jeg bare – 10 gange mere. Så der kan man sige, at der er det ligesom blevet sådan et kommersielt greb. Men for at vende tilbage til dit spørgsmål, så tror jeg egentlig, at Green Key, det ved folk godt hvad er – I vidste hvad det var?

Karoline: Jeg vidste ikke hvad det var.

Glenn Bisgaard: Nå, det er meget sjovt, men det troede jeg. Hvis man bor på hoteller både i Danmark og andre steder, også business hoteller og sådan noget, så kan man faktisk se, at de har sådan en Green Key mange af dem. Og Travelife, der ved jeg, at Travelife har fået bevilget ud fra de fonde, som de arbejder med, at der skal køre en Travelife- hvad skal man sige - opmærksomheds kampagne. Den skal ligesom gå ud at sige hvad en Travelife-certificeret, en Travelife-partner, der er forskellige niveauer alt efter hvor man er henne på den der bæredygtige rejse. Og jeg ved, at der er ikke så mange danske bureauer, som er Travelife certificerede. Men jeg snakkede med for eksempel TravelSense (?) Camilla Andersen, hun fortalte mig på et møde i sidste uge, at de er ved at blive det. Fordi de kan mærke, at de har mange- altså de er et rejsebureau som specialiserer sig i ture som måske ikke har så meget med den traditionelle sol og badeferie at gøre, men mere sådan en form for professionelt indhold, det kan være fodbold-sportsrettet rejser. Men hun er også officiel arrangør for, hun arrangerede landsholdets tur til Egypten, og hun har den type kunder. Der kan hun godt mærke, at mange af den type kunder, som man kalder professionelle kunder, de har nogle krav, fordi det kan være bestyrelsen har sagt, at vi skal leve et grønt regnskab, og der er det første de kigger på, det er måske internt forbrug på kontoret, og dernæst er det deres rejser. Jeg har selv en i vores familie, som sidder med rejseansvar for Ørsted, og der er det jo et krav, at de skal tjekke på leverandørlisten hvem gør hvad, og hvor meget kompenseres der for, og de skal- de har jo CO2 regnskaber. Så på den måde tror jeg, at virksomhederne kommer med første bølge, og så er det måske- altså I søger den der, I søger jo den der med hvor opmærksomme er folk på det her, når de bestiller rejser. Der kan vi mærke, at virksomhederne de har ændret adfærd.

Sofie: Så det er dem, der kommer til at skubbe det fremad?

Glenn Bisgaard: De trækker måske deres medarbejdere med, ikke? I ved jo hvordan det er, ikke. Man bliver også påvirket af kulturen i sin virksomhed.

Karoline: Det er jo faktisk rigtig interessant. Men det giver også meningen, at der bliver stillet nogle større interne og eksterne krav til virksomheden, end forbrugerne gør til sig selv.

Glenn Bisgaard: Det er jo klart. Altså ja, det giver noget- det giver en anden dimension, og det kan vi mærke. Jeg fik et spørgsmål i sidste uge, fordi vi har lavet nogle 4-5 dages ture ned til Playitas, som vi har lanceret i vores vinterprogram. Og det er blandt andet noget, som nogle virksomheder har efterspurgt, fordi de flyver ud om fredagen, og kommer hjem mandag, eller flyver ud mandag og kommer hjem fredag. Og det betyder jo, at man får mulighed for at lave strategimøder, eller at tage bestyrelsen og deres partnere med og så- ja, I ved hvordan det er. Lave en idéfangst weekend eller

noget. Men der var der også nogen, der spurgte "men er det bæredygtigt?". Jamen det er det. Og det er jo fordi, at de har det på deres agenda. Så jeg tror virksomhederne, at de også skal trække, de kommer også til at trække i den retning. Og når jeg siger 'også', så er det qua deres kultur og deres adfærd på arbejdspladsen, fordi den tager man også mange gange med hjem – det tror jeg, at mange gør. For der er selvfølgelig også forskel på om man arbejder i en afdeling hvor man er i tæt kontakt med dem der rejser, eller om man er langt væk. Det er ikke alle i virksomhederne der tænker på den måde, men jeg tænker, at hvis man har taget den beslutning som virksomhed, at ens rejser skal så vidt muligt være så bæredygtige som muligt, så skal man ligesom kunne aflæse sit CO2 aftryk og få det ind i et CO2 regnskab, fordi det er jo en del af bestyrelsens krav til direktionen og den måde, man kører virksomheden på, jamen så betyder det jo lige pludselig noget. Så må man også tale om detude i virksomheden tænker jeg.

Karoline: Ved du hvor stor en andel af jeres kunder, der er virksomheder kontra privatkunder?

Glenn Bisgaard: Vi har ikke en stor andel af virksomheder. Vi har nogle store grupper, altså som kan være virksomheder, men vi sender- i et normalt rejse-år, der sender vi måske 170-180.000 mennesker afsted. Og så er der måske max 5.000 af dem, der er virksomheder.

Karoline: Vi har lige et sidste joker-spørgsmål. Hvis I hos Apollo fik en halv million til bæredygtighed, hvad ville I så bruge dem på?

Glenn Bisgaard: Det er et godt spørgsmål. Jeg tror vi ville kaste det efter- vi ville faktisk give det til Travelife. Jeg ville sige 'her har I en halv million til at markedsføre jeres projekt', fordi det er så godt. Og det rammer alle, og alle har mulighed for- når jeg siger, at det rammer alle, så rammer det både forbruger, men det rammer også dem, der gerne vil certificeres, fordi man kan faktisk blive certificeret for- hvis man er en mindre virksomhed, så vil jeg tro 2.000 euro. Det er jo det beløb, vi er nede i, hvis du virkelig vil det. Og så har du en sparringspartner, og man har et køreprogram, man har en onlineportal, hvor der ligger uddannelse af ens medarbejdere, man har dokumenter man kan slå op i, gå tilbage, man kan være med til at påvirke- altså så tager man jo et skridt i den rigtige retning. Det tror jeg faktisk, jeg ville gøre, fordi så ved jeg, at det kommer til at ramme bredt. De er jo allerede i gang, og det- vi har gode samarbejder med rigtig mange.

Karoline: Det lyder interessant. Det var det, vi havde. Og tusind tak for, at du ville deltagte. Det har virkelig været fedt.

Glenn Bisgaard: Jeg vil så lige sige, at en del af vores bæredygtighedsprincipper, vi har sådan en handlingsplan, og den er fyldt med- ja, vi gennemgik den faktisk i går, vi havde et møde i den nordiske gruppe en gang om måneden, og jeg tror vi har 56 punkter nu, bare for i år, som vi skal igennem. Og det er rent faktisk også at tage sådan nogle møder her. Jeg taler med jer i dag, min kollega skal holde et foredrag på et universitet i Sverige om det, fordi det er faktisk en del af Travelife, det er at gå ud og fortælle om bæredygtighed. Det jeg lige vil give jer med som sådan et takeaway og lidt food for thought, det er en diskussion, jeg har haft med en journalist, og det er også noget, I skal prøve at tænke lidt over, fordi for det første, hvis I går ind og kigger på klimakompensation, prøv at gå ind og kig på hvad de forskellige arbejder med. Vores primære, som vi startede med i 2007, hvor vi startede med at klimakompensere for vores staff travel, det er jo lang tid før, at det her ramte nogen som helst

form for agenda, som nogen gad snakke om, og der har jeg også spurgt nogle aviser om ‘hvornår begyndte I at klimakompensere for jeres rejser?’ og det er det der med, at man skal passe på med ikke at pege ad nogen, fordi så er der tre fingre, der peger tilbage på en selv. Jeg tager gerne snakken med dem – og dialogen med dem – men jeg forventer også, at de sætter sig lidt ind i det. Og så er det igen ikke kun miljø det handler om. Det er jo mange andre ting også. Men det der er interessant i den sammenhæng, det er blandt andet at se, at vi henviser til, at folk skal klimakompensere, men vi lægger valget hos forbrugerne. Og når man kigger på hvor mange, der rent faktisk gør det, så er det ikke særligt mange. Og det tror jeg også Mikkel har fortalt jer. Det er ikke der man ser, at folk de gør det. Jeg ved ikke, om I selv gør det, når I rejser, det tror jeg ikke, I gør. Det er jo det, der sker, ikke. Men vi har fem organisationer, vi anbefaler, og så må folk selv vælge hvilke projekter de vil ind og støtte. Hver organisation har deres eget projekt. Vi har også lavet en analyse af hvad er outcome i den anden ende, og der kan jeg love jer for, at det var en øjenåbner for os, for der er desværre nogen, ikke dem vi anbefaler, men der er opstået noget business case i det her, hvor er der nogen, ligesom corona og vaccinecentre og alt muligt andet, eller dem der tester privat, hvor staten har måtte fyre dem. Der er desværre nogle bæredygtighedsorganisationer, hvor når man har møde med dem, så har de sådan nogle lange titler på deres visitkort, og så er det vi tænker, at hvis han eller hun har sådan en lang titel, hvor mange arbejder så i den organisation for at plante træer i Sudan, nu siger jeg bare et eller andet, hvor meget af det du så kompenserer, går til drift af et organisationsdiagram, der fylder fire sider. Og så ned til det sted, hvor faktisk er brug for dem. Det er en øjenåbner for hvorfor man har takster på hvor meget man skal kompensere mellem for eksempel København og Barcelona, afhængig af hvilken udbyder du valgte. Og det er jo interessant, og der kunne vi jo se, at blandt andet nogle af dem, som vi samarbejder med, nogle der hedder GreenSeat, som egentlig er opstået i Holland, og som har eksisteret i mange år, dem vi selv har kompenseret igennem siden 2007 for alle vores personalerejser. Deres klimakompensation- jeg kan ikke huske den i hovedet, men nu siger jeg et eller andet, fra København til Rhodos. Vælger man nogle af de andre, så skal de måske have 1070 pr. person. Og det er jo interessant at vi gennem os skal have 1070. Det er også derfor vi har lagt fem op, for så kan folk selv vælge om de vil betale 150 kr. i klimakompensation for rejsen til Rhodos eller 380 kr. fx, fordi de tror mere på det her projekt. Det er jo både distancen de måler på, men det er også målt op på hvad det svarer til hvis du skal støtte vores projekt. Og der er det nok bedre for nogle organisationer at der er det blevet en business plan, der gør at de har et job og kan gå ud. Jeg har sammenlignet det før med årtusindeskiftet. Os der arbejdede i store virksomheder fik at vide at vi skulle lave en contingency plan fordi at man forventede at computere ikke ville kunne finde ud af det her med at man skiftede årtusinde. En helvedes masse konsulentfirma tjente en formue på at chekke det her. Man var bange for at alt skulle gå ned. Jeg sad med mine IT-kollegaer og havde ikke gjort noget og da årtusindeskiftet kom, ja, der sketet som forventet ikke en skid. Og det er jo lidt det jeg mener med, hvordan er det man sælger produkter ind med Travellife og Green Key. Jeg må bare tage hatten af for dem. Og det er den take-away jeg vil give jer.

Karoline: Og det er jo også det der rammer forbrugerne. Det bliver så fluffy. Og hvordan ved de, at det går til det rigtige. Og derfor bliver man måske mere tilbøjelige til slet ikke at gøre noget.

Glenn Bisgaard: Dét der er vigtigt for os - og i alle led - når vi sælger en rejse, det er, at så kan de stole på, at vi har styr på vores del. De har også en forventning om, at vi kommunikerer til dem og at

vi tænker bæredygtigt. Ja, en flyrejse den sviner. Vi var det første luftfartsselskab der indgik et samarbejde i Europa med at flyve smartere ind så man flyver mere direkte på og reducerer på brændstoffet. I Sverige er vi i dialog med to universiteter omkring biobrændstof. Vi lavede den første testflyvning sidste år hvor 20% af det var biobrændstof. Men det er jo ligesom ikke kun det der rykker. Men det fortæller vi på en måde, så de har egentlig en forventning om at vi sætter baren højt. Man har nogle forventninger til det sted hvor man køber produkter. Og vi har talt om mange gange, at kunden forventning til os er egentlig, at har man valgt os, så tænker kunden at 'vi har styr på vores shit'. Og det gælder også bæredygtighed. De ved godt, at den rejse de skal på ikke er bæredygtige i alle leddene, men de kan jo se, at vi gør nogle ting og at vi arbejder hele tiden på at komme frem. Det handler om at brede budskabet, ligesom jeg fx lige nu har den her snak med jer. En sidste ting, som jeg diskuterer med mange journalister når de ringer - nogle gange, så fylder det jo meget i medierne - og den skal i også tage med i jeres ligning. Hvis vi kikker på, at man sidder og skal booke en rejse, så har I og vi og journalisterne en forventning om, at vi klimakompenserer på den her rejse. Nu rejser i til et Travelife certificeret hotel som også har i deres agenda og handlingsplan at de skal klimakompensere for deres gæster. Vi har klimakompenseret for deres rejse - hotellet klimakompenserer - og luftfartsselskabet hvis i flyver med vores eget eller SAS - så klimakompenserer de også for den rejse - nu er der lige pludselig, bare på flyrejsen, blevet klimakompenseret 2 gange. Det kunne godt være, at man skulle kikke lidt på, hvordan kan man samle det? TUI reklamerer med, at de klimakompenserer for alle deres rejser, med TUI fly. Right? Men TUIs fly, i Danmark har de jo fløjet med JetTime. Og der tror jeg det er svært for forbrugerne at finde ud af; klimakompenserer de for JetTime eller er det kun for deres egne fly? TUI har jo deres eget luftfartsselskab. Og der synes jeg at VI er meget bevidste om, at det vi siger er også det vi gør. Hvis i går ind på vores klimakompensationsside, der har vi faktisk senest taget udskolingen og senest indskoling ind, efter skolereformen blev lavet om, der går vi ind og støtter så mobning falder, læringslysten stiger, lysten til at gå i skole stiger. Målrettet eleverne og lærerne fordi de stod og manglede nogle redskaber dengang reformen kom (IKKE CSV der giver mening - bliver mere bare filantropi) Jeg er jo meget engageret som i kan høre, for det betyder noget for os at gøre en forskel. Selvom den ikke er særlig stor, så prøver vi alligevel at gøre en stor forskel.

Karoline: Meget interessante synspunkter. Spændende at få nogle nye perspektiver på hele rejsebranchen.

Glenn Bisgaard: Jeg synes virkelig I skal kikke på det her, altså hvilke klimakompensationsmuligheder har man som turist. Før corona fik jeg måske én gang om måneden omkring folk der gerne ville indgå samarbejder med at støtte det og det. Men også det jeg snakkede om til sidst, hvor mange gang skal der klimakompenseres på en rejse fra A til B? fordi leverandør led rent faktisk kompenserer på samme rejse. Det er ikke tænkt ind i ligningerne.

Karoline: Ja, og hele den her gennemsigtighed. Folk vil gerne vide hvad det er de køber og hvad går deres penge til. Og hvis man som forbruger tænker 'nå, nu er der klimakompenseret tre - fire gange på den her uge, hvad går det ud på'. Så sker der også noget inde i hovedet på forbrugerne.

Glenn Bisgaard: Mange gange, så er det jo - ja, jeg tror ikke forbrugerne tænker sådan. Det skal man jo vide, at når man køber en rejse, så tænker de jamen hos Apollo, der kan jeg selv vælge om jeg vil

klimakompensere. Valget ligger hos kunden. Vi klimakompenserer ikke for alle vores rejser, fordi vi siger; okay, hvis først én gør det, så ser man det som et konkurrenceparameter. Og det er jo ikke et konkurrenceparameter og det må det aldrig blive. Det er jo et standpunkt man tager. Og så går man ud og arbejder med det og der er jo mange måder at angribe det på. Vi har valgt ikke at gå ud og klimakompensere på alle fly - vi er allerede Travelife certificeret - og vi gør rigtig meget i forvejen med bæredygtighed. Det er også klima men det er også mange andre ting. Vores største samarbejdspartner SAS, klimakompenserer også. Dvs. der er allerede klimakompenseret for noget af rejsen. Så derfor kan vi begynde at arbejde med destinationerne. Ned på destinationerne og gøre vores hoteller Travelife certificeret og få vores samarbejdspartnere til at Travelife certificere sig. Få uddannet folk dernede. Vi arbejde på inden Corona at få et bæredygtigt delefinshow. Jeg har selv væretude i verden og skulle godkende en dyrepark, fordi de ikke kunne forstå vi ikke solgte billetter til dem længere. De havde ellers en masse rapporter på, at de var bæredygtige. Egentlig var det fint og de tager dyr ind og hjælper dem. Ved søløveshow var der tre frivillige søløver hver gang der fik lov at deltage. Det der fælder er dog, at når showet er færdigt, så kan man for 30 euro få lov at tage en redningsvest på og hoppe ned og bade med de her søløver. Og dér hoppede kæden af for mig. De sagde at de jo også skulle have noget indtægt. Men vi skal bare ikke være sammen med dyr. Det er jo ikke ufarligt. Og det var årsagen til, at vi ikke valgte dem. Så vi gør hvad vi kan, selvom vi ikke kan redde verden. Så ja, vi prøver at tage nogle små skridt i den rigtige retning. Men vi er også bevidste om, at det er et langt sejt træk.

Appendix F – Interview transcription Lars Gundersen (Kipling Travel, CEO)

March 3, 2021. 14:00.

Karoline: Kunne du ikke tænke dig at starte med at give en præsentation af dig selv?

Lars Gundersen: Jeg hedder Lars Gundersen og jeg driver det her rejsebureau der hedder Kipling Travel. Jeg har været i branchen siden 1990 på lidt en sjov baggrund. I 2003 stiftede jeg Kipling Travel, hvor jeg fik mulighed for at sætte dagsordenen for hvad jeg synes der er interessant - også i forhold til bæredygtighed. Det er gået ret fornuftigt hen over årene, indtil vi ramte marts sidste år. Brutal og barsk omgang. Nødvendige nedlukninger. Så der ligger på en kedelig måde en x-factor imod os og vi kommer tættere og tættere på afgrunden. Og det værste er faktisk – hvor mange millioner mennesker der rundt omkring i verden mister indtægtsgrundlag, der ikke har de strukturer vi har herhjemme. Og hvis man bærer det ind i CSR og bæredygtighed er det jo ekstra afgørende. Fx med krybskytteri i Afrika, at der ikke er nogle turister til at holde det hele i skak. Så det har mange implikationer, også ift. jeres emne. Det gør det ikke til det bedre, at der ikke bliver fløjet rundt i verden.

Karoline: Hvad betyder begrebet bæredygtighed for jer som virksomhed?

Lars Gundersen: Bevar begge ben på jorden. Og det gør det, på den måde, at jeg synes det er mærkeligt at det skal være et aktivt tilvalg og ikke et aktivt fravalg. Vi kan jo ikke redde hele verden, og der er mange der tror, at vi er grøn rejs – men bæredygtighed handler jo om hele tiden at rykke barren hen et bedre sted. Og det er ikke kun miljø og CO2. For mig handler det lige så meget om den cirkulære tanke ift de mennesker vi arbejder sammen med. Hvad skal der ske med de mennesker der er ansat i første og andet led og tredje led osv. Og det er sindssygt interessant. Og så er der tanken omkring bæredygtighed i implementeringsfasen ift. hvad det betyder. Og der betyder det at når vi gør noget, skal vi overveje hvorfor vi gør det rent forretningsmæssigt. Men også hvordan vi kan gøre det en lille smule bedre end det var i går. Og det kan vi i nogle led, mens vi i andre led må give op på det. Så bæredygtighed betyder at gøre tingene bedre i dag og i morgen end vi gjorde i går. Og det er lige så meget natur og miljøpåvirkning som det er menneske - human- faktoren. Hvad sker med de mennesker vi har ansat? Hvad sker der hvis vores chauffør brækker benet? Får han så betalt lægehjælp? Det er selvfølgelig på et blødere grundlag, men den er lige så vigtig for mig at se. Og det hele startede faktisk for mange år siden med to historier jeg havde oppe i bjergene i Himalaya. Den ene var, at jeg mødte en stor gruppe på 15-20 mand. Og for at de kunne få aftensmad, der huggede de et buskads ned. Et vildt overgreb på en ret stor rododendron skov. I kunne jo bare have taget brændstof med? Jeg havde det sådan, vi må ansætte nogle til at bære brændstof op på bjerget. Vi hugger fucking ikke nogle træer ned, for at I kan få mad. Den anden gang – det var humanfaktoren – der gik vi højt oppe på et bjerg. Jeg havde hørt, at der havde været en ulykke højere oppe. Og her var der tre bærere der var omkommet i sneen. De havde ikke noget tøj på, og de var ikke forsikret. En penibel sag. Der er sket meget siden da. De to episoder satte sig ret meget som et indtryk på mig. Og derfor dannede jeg Kipling Travel. Det var ikke dét der skulle ske. Vi skulle forsøge at eliminere at den slags sker.

Karoline: Så man kan sige, at I arbejder meget med social bæredygtighed.

Lars Gundersen: Ja, helt klart. Men der er jo også begrænsninger. Vi kan ikke gøre alt. Men vi kan presse det nogle steder og sige hertil og ikke længere.

Karoline: Når I skal kommunikere bæredygtighed ud til forbrugerne, hvilke tanker gør I jer så om det? Ift. at møde dem der hvor de er?

Lars Gundersen: Det er næsten den sværeste opgave af dem alle. Og i mange år, gjorde jeg det nærmest ikke. Grunden til, at jeg ikke gjorde det var, at jeg ville nødigt misforstås. Og jeg ville nødig have, at vi skulle fremstå som nogle folk ikke gad og rejse med, fordi vi ikke kunne tale om andet – fordi det ikke var på agendaen. Det var vitterligt ikke en ting, andet for en meget lille gruppe af Informationslæsere. Der var en del der solgte sig selv på og gøre det, hvor det i min verden nok mere var tomme floskler. Og derfor ville jeg hellere ud i en forsøgsvis ærlig fortælling hvad det er vi gør og kan – men også hvad vi ikke gør og kan. Det er lige så vigtigt. Vi skal i lige så høj grad identificere hvad det er vi ikke kan. Jeg har forsøgt med en balanceret fortælling med pro og kontra ift bæredygtighed. Men det er ikke sådan så det er på første side af alle vores rejser – fordi for det første, så er det ikke det der sælger rejser. (intro) Og for mig at se er det stadigvæk vigtigere at gøre det, end bare at fortælle om det. (greenhushing) Så der er mange udfordringer og mange er stadigvæk ikke helt klar til det på rejserne. For 20 år siden skulle du på tredje hylde bagerst for at finde en øko mælk. I dag store de i store kasser i første række sammen med de konventionelle mælk. Mit bud er, at det kommer til at gå i samme retning med bæredygtighed, spørgsmålet er bare hvornår. Men det kommer til at ske. Men hvornår er der en markedsparathed til det? Det ved jeg ikke noget om. Det ved I meget mere om, fordi I står for den generation der formodentlig bærer det ind i højere grad end min generation gør. Og der har jeg så valgt den løsning at vi gør det og vi fortæller om det, men det er ikke dét der er cluet for, at man ligesom skal rejse med os. Det kan være en feel good ting eller et andet add-on, det er ligegyldigt. For vi gør det alligevel. Så det ikke er en kommunikations eller marketings strategi men det er mere det med at forsøge at gøre noget.

Karoline: Når du siger at markedet ikke er klar til det – oplever i nogensinde at folk specifikt spørger ind til bæredygtighed?

Lars Gundersen: Ja, det gør vi. Så det er nyt. Op til det valg der var for to år siden, havde der ikke rigtig været et fokus på det. Og det blev jo det her berømte klimavalg. Og der havde vi været i gang i mange år så der var intet nyt for os. Der kom der en hård og skinger tone i forhold til det her med at rejse. Den blev meget unuanceret og entydig ift. At det hele kom til at handle om CO2-emission (agenda setting – medierne – politikerne bestemmer hvad vi snakker om - det er her folk bliver educated omkring bæredygtighed og rejsebranchen). Og I ved lige så godt som jeg, at det har overgået emissionen fra flyrejser. Måske endda dobbelt op. Men det tænker man ikke så meget over. Så man glemmer lidt den faktor med de arbejdsplasser der bliver skabt og alle de mange gode miljømæssige ting der sker, med fx naturbevarelse. Så der er kommet et holdningsskifte, hvor jeg lidt havde håbet det ville være et tilvalg og vi kan være med til at støtte en organisationen fx. Men i stedet blev det mere sådan ‘nej, du skal holde op med at flyve’. I stedet for et positivt add-on blev det en negativ fratrækning. Og den offentlige debat har min branche slet ikke været dygtige nok til at favne eller formidle ift. Hvad det er der i bund og grund rent faktisk sker. Og der blev det er negativt afsæt i stedet for et positivt. Og så kan man jo altid diskutere hvem der har det største glas, men det vi fx

sidder og laver nu har en så meget større emission end fx flytrafikken, som jo har været driveren ift. hele bæredygtigheds-snakken. Det er jo ærgerligt, fordi det forstyrrer en stor og vigtig agenda. Og det er ikke fordi jeg negligerer CO₂ emissionen, fordi det ER noget vi skal være meget påpasselige med, men det er kun et element at en langt bredere debat.

Karoline: vi har også sendt et spørgeskema ud – og bl.a. spurgt hvad folk forbinder med ordet bæredygtighed - og det som færrest har trykket på er det med socialt ansvar. Og det er klart, at hvis medierne foderer en med at man skal lade være med at rejse pga. fly, så rammer kommunikationen fra rejsebureauerne (som snakker om social bæredygtighed) ikke forbrugerne, fordi forbrugerne forstår ikke at socialt ansvar OGSÅ er en del af det at være bæredygtig.

Lars Gundersen: Præcis. Og det er den ene – eller i hvert fald halvdelen af det fokus vi har. Og derfor er det heller ikke noget der er en primær salgstrigger hos os. Det er noget vi gør fordi det kun er ret og rimeligt. Men det er interessant, at I har set det samme.

Karoline: Men der er jo faktisk ingen medier der skriver om social bæredygtighed. Det hele handler om flyskam. Der er ingen der snakker om, at hvis vi stoppede med at rejse i morgen, er der simpelthen så mange mennesker der ville miste deres job og alt hvad de lever i.

Sofie: Ja, for 1/10 jobs i dag i verden relaterer sig jo til turisme.

Lars Gundersen: Præcis. Og det er et meget snævert synspunkt fordi debatten også hurtigt bliver skinger. Og det er dobbelt ærgerligt, fordi den skygger for en agenda, der er rigtig vigtig. Men fordi vi er dovne, så lytter vi kun til det første budskab. Forbrug nr 1 er sådan, forbrug nr 2 er sådan men flyrejser kommer først langt nede som fx nr 28. Og det er ikke fordi jeg siger, at man ikke skal gøre noget ved flyrejser – for det skal man bestemt gøre. Og man skal klart arbejde på at transport i større grad bliver emissions fri eller i hvert fald så lidt emissions udledende som overhovedet muligt. For det er den eneste vej vi skal og kan gå. Problemet er dog når det overskygger en debat der har med så mange mennesker at gøre rundt om i verden, at så går det hen og bliver en problematisk stillings tagen. Det bliver en negativ bindende snak i stedet for en positiv og opløftende snak, som kan gøres med nogle små, enkle tiltag.

Karoline: Du siger at I har oplevet en øget efterspørgsel på bæredygtige rejser. Hvad er det konkret folk spørger ind til?

Lars Gundersen: Ikke efterspørgsel pga. det, men som en del af det. Der er ikke nogen der ringer og siger de kun vil bo på hoteller der er bæredygtigheds certificeret. Det er ikke sket, og jeg tror heller ikke det kommer til at ske. Men har du tre hoteller, hvor den ene af dem har en certificering, så er vi begyndt at nå en markedssituation hvor at markedet begynder at blive klarere på at det er dét der lyder fedt. Så er det måske der de heller vil bo selvom det er lidt dyrere. Men at tro at man kan bygge en rejse op som det rene øko rejser, det er simpelthen for tidligt. Og det vil på sigt også være et meget lille marked. Dem der siger de er helt CO₂ neutrale, det er noget fis at lukke ud. Det er jo ikke rigtigt. Man skal jo ikke begynde at forgøjle ting. En populisme og auktion på hvor gode vi er – i stedet for at være ærlige omkring hvad det er vi gør. Men det vi kan mærke er, at vi kan se, at det er blevet så stor en del af den offentlige debat, hvor at folk begynder at lægge mærke til, at vi er

bæredygtigheds certificeret og det er rart. Så kommer den så heller ikke længere. Men den indgangsvinkel er jo god. Og den havde vi bare ikke tidligere for 5 år siden. Der var folk sådan ‘hvad er bæredygtigheds certificering, hvorfor er i det’. Og der er klart et skifte. Den forskel er markant. vi nåede lige at have nogle gode måneder efter valget hvor at det var på den måde. Og det rykkede faktisk ved nogle ting på godt og ondt. Det blev en forplumret debat. Og det burde det egentlig ikke have været. Derfor er jeg også fortaler for, at vi hurtigt muligt får en CO2 afgift på fly. Jeg synes helt grundlæggende ikke at det er en menneskeret, at vi kan flyve til Barcelona for 79 kr. Det burde koste mere. Også så det kan lægge en dæmper på noget af debatten så vi kan koncentrere os om noget der er lige så vigtigt. Men jeg er ikke særlig positivt indstillet for det, hvis det blot er en skat eller afgift der går ind i det store statsapparat til noget ikke defineret. Jeg synes man skulle samle det hele og investere det i bæredygtige brændstoffer. Pengene skal bruges til noget fornuftigt så det ikke bare ender som endnu en skat og afgift lige ned i statslommen. Det ville være ærgerligt. Så man skulle i stedet sige, at de her penge er øremærket energiøre. For energiøren kan være med til at danne nogle af de brændstoffer man kan bruge i fremtidens transportmidler. Så kan man også se, at der er en progression fremover. Personligt kunne jeg godt tænke mig, at der kom en CO2 afgift på flyrejser.

Karoline: Er der nogle bestemte trends I ser i fremtiden?

Lars Gundersen: Nej.

Sofie: Eller det kunne også være trends som du kunne se ville påvirke jeres forretning i løbet af de næste par år.

Lars Gundersen: Der er INGEN der taler supply-chain og det fatter jeg ikke. Dem der forsøger at gøre noget men som ikke har lyst til at gå den lange tunge vej ind i en større pulje omkring hvad de gør, der bliver det en kamp omkring at se ud som om at man laver CO2 understøttende initiativer. Man kan fx købe skov som skulle have været fældet. Så kalder man det CO2 reduktion. Det jo noget fis, for skoven har hele tiden været der. Det er jo en besynderlig måde at begynde at regne det ud på. Så der findes altså et hav af ikke transparente initiativer ift. Det her. Men min branche er lidt i panik ift CO2 reduktion fortællingen.

Karoline: Tror du forbrugerne kan have svært ved helt generelt at gennemskue bæredygtigheds kommunikationen fra jer som virksomhed? Svært ved at tro på, at man kan snakke om bæredygtighed inden for rejsebranchen?

Lars Gundersen: Det kunne jeg godt frygte. Jeg har ikke lavet undersøgelse på det. Også den her fortælling omkring at folk lige pludselig tror at vi er et grønt rejsebureau. Fordi i min verden findes det ikke. Men derfor kan man jo godt være bæredygtig. Og så længe at snakken alene går på emissions- snakken, så er det kommunikation som er lidt op ad bakke for os ift at kommunikere ud hvor mange parametrer der i bund og grund er til at bevare begge ben på jorden. Hvis vi går igennem vores tredje certificering her i april måned med Travelife, så tror jeg da nok jeg vil gå ud og fortælle at vi har gjort det osv. Men jeg ville aldrig lave en stor marketings portefølje på det, fordi jeg ikke tror på at det virker. Vi har ikke power og volume nok til at gå ud og lave den fortælling. Den skal komme andre steder fra. Den skal bredere og større ud og mere magtfuldt ud. Og det bliver desværre flyskamhistorien om igen.

Karoline: Forbrugerombudsmanden gik jo ind i en sag for nogle år siden omkring at nogle flyselskaber havde kaldt sig selv for bæredygtige. Og det siger jo lidt om problemet. Kan vi overhovedet tale om bæredygtige rejser?

Lars Gundersen: og omkring emissionsdelen, som jo tager hele agendaen, at vi jo skriver som vi gør. Det er jo vores bidrag til at reducere og en kompensation. Men det er ikke en neutralitet. Der er mange i medierne der snakker om CO2 neutrale flyrejser. Og det er jo ikke rigtigt, for det kan ikke lade sig gøre. Jeg kunne også godt tænke mig nogle større standarder for hvor stor udledningen er på en flyrejse. Jeg tror meget at det handler om transparens og turde få en eksamination hvis det er nødvendigt. Og så er der mange steder hvor vi må give op. Og nogle steder hvor vi ikke kan sikre at det er i orden. Og det skal vi bare være ærlige at sige. At vi ikke kan gøre noget. Vi kan fx ikke køre med elbil i Indien, fordi så ryger prisen for højt op. Vi er derfor nødt til at se på bæredygtighed som en holistisk øvelse omkring hvor langt kan vi pressen den til at folk synes det er lidt mere interessant og er lidt bedre og så samtidig kan vi sælge rejsen. Fortælling, kommunikation og overlevelse. Det er jo mærkeligt at det skal være et tilvalg og ikke et fravælg.

Sofie: I har kommunikeret omkring alle 17 verdensmål. Hvad har I gjort jer af tanker omkring det?

Lars Gundersen: Nogle steder skriver vi jo at vi ikke kan gøre noget ved det. Vi forsøger at tage en stilling til det. Den bedste måde vi kan løse nogle af de her bæredygtighedsproblemer på er jo ved fx at sende jer to afsted på en rejse, så dem i lokalsamfundet får en indtægt så de ikke dør af sult. Vi har nogle sociale nålstiksoperationer hvor vi kan gøre mere nogle steder end andre steder. Oftest er vores indsatser målrettet få mennesker. Det gør stadigvæk en forskel. At fx give folk et miljøkursus i at opsamle affald. Små skridt, men som faktisk gør en forskel. Vand og sanitet, kan vi ikke gøre noget på den store bane. Men vi er med til at lave en vandpost på Sri Lanka fx som er en lille bitte ting. Så vi implementerer dele af verdensmålene i alle sammen. Og vi kan i hvert fald tage stilling til om vi kan gøre noget eller ej. Men det skal jo ikke blive en omgang kommunikations bullshit for at sælge nogle rejser. Vi skal ud og fortælle vores partnere i Peru osv at det her vil vi gerne. Vi har en code of conduct hvor vores partnere skriver under på at de er klar til x og x hvis de skal arbejde med os. Og der er jo de åbenlyse ting som er så trivielle at man næsten ikke gider tale om dem, men som er vigtige; børnearbejde, sexturisme, the usual suspects. Det er alvorligt. Eller hvad gør vi hvis folk bliver syge. Så man kan sagtens gå ind og arbejde med verdensmålene på den måde, uden at vi kan rykke på den store klinge, men på den lille klinge. Og hvert skridt vi tager ind i den strategiske tænkning og filosofi gør det bedre. Uden at man er sådan en der redder verden.

Karoline: Ja, og på den måde bliver det jo også et kommunikationsværktøj at bruge de 17 verdensmål. At fortælle om de små ting man gør og brug ord forbrugerne forstår.

Lars Gundersen: Ja, og hvis de ikke forstår det, så kan vi heller ikke gøre noget ved det. Så kunne vi være dygtigere til det eller fortælle det bredere eller dybere forstand, men der er også en begrænsning på hvor meget vi skal gå ind i den debat, fordi vi er nødt til at prioritere at få solgt nogle rejser så vi har noget at leve af så vi også kan bevare vores integritet som rejsebureau. For ellers er det ikke særligt bæredygtigt hvis vi skulle gå ud og afskedige nogle fordi vi har tænkt for meget i det.

Karoline: Der er jo miljø og socialt, men det er klart at I skal kunne løbe rundt som virksomhed. Det går jo ikke hvis der ryger nogle arbejdspladser på den anden side.

Sofie: Det er jo hele den her triple bottom line.

Lars Gundersen: Ja, præcis! Og det er dét jeg er meget stor fortaler for at få ind i agendaen. Det er også godt at gøre noget for 8 mennesker og ikke 1000 hver gang. Nålestiksoperation. Et skridt i den rigtige retning. Turde italesætte det – at vi ikke kan redde hele verden, men vi kan gøre nogle små ting.

Karoline: Er der noget du vil uddybe?

Lars Gundersen: Det er jo en interessant og agil ting, som hele udvikler sig. Og jo længere man går ind i diskussionerne, så mere komplekst bliver det også. Og der findes ingen snuptagsløsninger. Der er ikke en “one size fits all” løsning og det er dét der gør det så komplekst og irriterende at arbejde med. Min filosofi er, at man skal turde stå ved de små ting man gør. Jeg vil gerne sende vores code of conduct, hvis I gerne vil se den?

Karoline: Gerne!

Appendix G – Interview transcription Peder Hornshøj (Bravo Tours, CEO)

Karoline: Vil du ikke starte med at give en kort præsentation af dig selv?

Peder Hornshøj: Jeg er direktør for Bravo Tours, som jeg selv var med til at starte for 22 år siden. Og inden det havde jeg også været i rejsebranchen i mange år, i det der hed Star Tour og som i dag hedder TUI. Og så fik vi den idé med Bravo Tours for 22 år siden og så fulgte vi den. Vi solgte Bravo Tours for 15 år siden, til en Islandsk koncern. Det har egentlig fungeret ganske glimrende i mange år. Jeg blev som direktør - det var egentlig ikke planen – men jeg kunne ikke komme derfra, fordi det jo stadigvæk var mit. Så jeg blev bare hængende. Men så skete der det, at den islandske koncern kom lidt til problemer med flyselskabet der gik konkurs og problemer med corona og hvad der nu kommer. Så gik moderselskabet i betalingsstandsning. Og så var vi så nogle stykker der købte Bravo Tours ud af det. I oktober måned, nu står jeg så igen som medejer af det, sammen med tre andre ejergrupper. Og det er jeg sådan set ret godt tilfreds med, for meget at det der gjorde, at der var problemer i koncernen, det var alt andet end Bravo Tours som ellers altid har været en god forretning og har også været det sidste år og forrige år som sædvanlig. Nu er vi rent danske og flyver kun fra Danmark. Og vi synes, at vi har gode kort på hånden til at få en god forretning igen.

Karoline: Hvad er Bravo Tours forhold til bæredygtighed?

Peder Hornshøj: Det er jo noget vi de seneste år har tænkt meget ind i det. Og som vi selv siger, det er måske svært lige at overbevise folk om at det er bæredygtigt at flyve. Men der er selvfølgelig forskellige måder at flyve på og vi forsøger at arbejde med flyselskaber som gør meget ud af det og som bruger mange ressourcer på at spare på brændstoffet, for at gøre det så bæredygtigt som overhovedet muligt. Og det holder vi fast i. Vi forsøger også på, at når vi laver hotelaftaler, og få det flettet ind i aftalerne, at man tænker bæredygtigt rundt omkring på alle mulige måder. Og det synes jeg også at man gør rigtig mange steder. Det er selvfølgelig nemmere nogle steder end andre steder. Der er mange steder rundt i verden hvor at det ikke er så vigtigt med bæredygtighed som det er i Danmark. Men det forsøger vi på. Vi har de seneste år flettet de 17 verdensmål ind i mange ting vi laver. Man kan sige, at der er mange af de projekter som vi havde i gang, som faldt lidt væk og døde med corona. Pludselig var det andre ting der var vigtigere. Men det er klart, at fremadrettet synes vi at med de 17 verdensmål, der er der mange gode ting i og som vi også vil arbejde med fremadrettet. Og så kan man sige, så går vi jo også ind i nogle projekter, for eksempel sammen med Peter Larsen kaffe gik vi ind i et projekt i Kenya, hvor at man forsøgte på at lave mere bæredygtig kaffe. Og lavede nogle projekter med nogle mennesker der gjorde, at man fik flere i arbejde på den konto. Vi har også været inde i et projekt med Carlsberg om operation rent drikkevand, det var faktisk også i Kenya, eller i Østafrika generelt, hvor vi var ude at være medsponsorer, altså LifeStraw hvor det var en eller anden form for filter, man kunne drikke vand igennem.

Karoline: Okay, så det er ikke kun fly I tænker på, det er også social bæredygtighed ude på destinationerne?

Peder Hornshøj: Ja, altså, det gør vi. Det forsøger vi på at tænke lidt ind i det også. Men som sagt, så er der mange ting, der lige har fået et hak nu her under coronaen, hvor nogle ting er gået lidt i stå, så vi skal have hevet det lidt op igen. Når alt bliver normalt igen.

Karoline: Når I så går ud og arbejder med det her bæredygtighed, gør I jer nogle tanker om, at I skal kommunikere det ud til jeres forbrugere?

Peder Hornshøj: Ja, det forsøger vi på. Og det har vi også gjort. Jeg synes, at vi har ramt nogle gode ting også henad vejen. Jeg vil sige, at en anden ting også, som vi jo også har arbejdet lidt med de seneste par år, det er dyrevelfærd. Der er mange rejsebureauer hvor, for eksempel i Asien, der er mange steder hvor man har brugt elefanter som arbejdsdyr, men også hvor man kan komme op at ride på elefanter. Nogle steder har man været god til at gøre det på en ordentlig måde, og andre steder har man ikke været god til at gøre det på en ordentlig måde. Så det har vi jo ligesom lagt lidt på afstand, og forsøger at lave nogle andre ting. For eksempel i Thailand har vi i stedet for at man kom ud at ride på elefanter, så har vi faktisk nu nogle udflugter, hvor man kommer ned i et område, hvor elefanterne lever frit, og man gør det på den måde i stedet for.

Karoline: Jeg kan høre, at I har rimelig mange ting i gang både med verdensmålene og alle de her sociale initiativer. Vi har været lidt inde at kigge på jeres hjemmeside, men det er jo ikke fordi I har sådan et kæmpestort prangende bæredygtighedsbanner afsnit-

Peder Hornshøj: Nej... nej, og det har vi faktisk været i gang med, og sætte lidt mere aftryk på det, som vi kan bruge for vores kunder. Men det gik lidt i stå med coronaen nu her, vi var egentlig godt i gang med det. Det er et projekt som vi har på tegnebrættet.

Karoline: Okay, så det er noget I tænker at forbrugerne kunne have et behov for, at I gik ind i?

Peder Hornshøj: Ja... Altså vi må jo sige, at de undersøgelser der har været, altså... danskerne vil jo gerne bæredygtighed, men ja... nå man så sætter en pris på nogle gange, så er det prisen der vinder. Og, øh, hvad hedder det, øh, man vil flyve, altså. Det kan godt være, at det er mere bæredygtigt at gå eller cykle, men der er bare langt til Mallorca på cykel. Eller med tog. Så der er nogle ting, der selvfølgelig falder på praktikken, og så må vi jo forsøge på at tvinge flyselskaberne på at gøre det så godt som muligt på brændstofudnyttelse. Og altså også få de her biobrændstof mere på at implementere det. Det ved vi, at der er mange af vores flyselskaber der arbejder på.

Sofie: Men det handler ligesom for jer om nu, at I skal have hjulene i gang igen, og så er bæredygtighed lidt mere langsigtet?

Peder Hornshøj: Jo, altså jeg ved ikke, langsigtet det er det nok, men det er jo ikke noget, der kommer til at gå flere år med endnu. Det skal vi stille og roligt i gang med igen. Vi var egentlig ret langt med hensyn til de 17 verdensmål, og det bliver måske det første vi tager fat på.

Karoline: Det er vel også noget af det, der er mest håndgribeligt for forbrugerne, eller hvad tænker du?

Peder Hornshøj: Ja... Ja... Det er rimeligt til at forstå.

Karoline: Oplever I nogen efterspørgsel fra forbrugerne på bæredygtighed? Er der nogen, der spørger ind til det konkret?

Peder Hornshøj: Ikke meget, for at være helt ærlig. Det er der altså ikke. Folk synes det er fedt når det er der. Men det er ikke noget, der er store krav om fra nogle steder.

Karoline: Så I har ikke oplevet nogen udvikling i den efterspørgsel?

Peder Hornshøj: Nej, det synes jeg ikke. Det synes jeg ikke.

Karoline: Er der nogen bestemte trends generelt i rejsebranchen, men også i forhold til bæredygtighed, som I tænker, at I skal holde øje med eller følge i løbet af de næste år?

Peder Hornshøj: Nå men jeg tror da... Nu kan man sige, at alt hvad vi laver, det er med fly. Og det er klart, at vi vil blive ved med at presse på overfor flyselskaberne med at fortsætte udviklingen omkring biobrændstof, og hvad det er for en type brændstof de bruger. Og det er de også selv interesserede i. Så der bliver også stillet krav til dem omkring det. Vi har været inde i CO2, om man skal lave noget CO2 kompenstation, jeg ved der er mange, for eksempel det flyselskab der hedder DAT (Danish Air Transport), altså de CO2 kompenserer jo med noget regnskov et eller andet stedude i østen også. Og, så det er vel egentlig et fint nok formål at gå ind i også.

Karoline: Kunne du forestille dig at coronakrisen, og de indsigtter folk måske har fået i forhold til mindre smog over Kina, og delfiner i Venedig, at det vil have indflydelse på folks rejsevaner i forhold til bæredygtighed?

Peder Hornshøj: Ja, det tror jeg helt sikkert at det gør, fordi man bliver jo helt forundret når man ser en flyvemaskine oppe på himlen nu om dage. Jeg tror da, at der mange, der har nogle tanker omkring, at vi skal passe på.

Karoline: At det har sat nogle tanker i gang?

Peder Hornshøj: Ja, det tror jeg da.

Karoline: Hvis nu I hos Bravo Tours i morgen fik en halv million i hånden kun til at arbejde med bæredygtighed, hvad ville I så bruge dem på?

Peder Hornshøj: Så kunne det godt være noget CO2 kompenstation, og så tror jeg da sagtens, at vi kan finde andre projekter rundt omkring, som vi vil støtte omkring lokalt. Social bæredygtighed er også- der er projekter nok. Og så tror jeg også, at de 17 verdensmål ville få en plads i budgettet.

Karoline: Det lyder som en god idé

Sofie: Nu er der jo også de her certificeringer, bæredygtigheds certificeringer, er det noget I har gjort jer nogle overvejelser omkring at skulle have?

Peder Hornshøj: Ja, det er sådan noget af det vi var i gang med lige på, men hvor det blev sat på pause nu her, men det er da noget, vi skal have fat i igen.

Sofie: Okay, så det er med i bæredygtighedsplanen?

Peder Hornshøj: Ja, det er det.

Sofie: Og nu snakkede du om de her 17 verdensmål, som I tænker skal med ind i jeres arbejde med bæredygtighed. Tænker I, at det er alle 17 mål?

Peder Hornshøj: Nej, vi var jo inde at kigge på, hvor vi kom frem til, at det vil være for bredt for os at sige, at nu satser vi fandme på alle 17. Men jeg tror vi valgte en 7-8 stykker ud, hvor man kan sige, at det her er relevant for os, her kan vi gøre noget, og her kan vi tænke noget ind. Så kan vi starte der, og så må vi se om der kan blive plads til flere Vi håber da også, at der kommer gang i hjulene igen. Men nu har vi jo lige afholdt digital rejsemesse de sidste 8-10 dage og vi kan se, at danserne vil vanvittigt gerne ud at rejse. Der er noget at glæde sig til. Så vi har faktisk solgt rigtig mange rejser. Mange flere end hvad vi havde regnet med.

Karoline: Det lyder spændende. Vi glæder os også til at komme ud og rejse igen. Og vi glæder os enormt meget til at følge med i jeres bæredygtige initiativer fremover. Men i hvert fald, tusind tak for din tid.

Appendix H – Interview transcription Mikkel Hansen (TUI, Communications Manager)

February 18, 2021. 12:00.

Karoline: Vil du ikke starte med at give en kort præsentation af dig selv?

Mikkel Hansen: Som i nok allerede har kunne læse jer frem til, er jeg kommunikationschef for TUI Danmark. Helt overordnet, så ejer TUI omkring 400 hoteller rundt omkring i verden, så vi har en ret global approach. TUI Group er den overordnet organisation og består yderligere af TUI Nordic og TUI Danmark. Egentlig hed TUI oprindeligt StarTour, men i 2016 ændrede vi navn og det er gået ret godt sidenhen. TUI har faktisk vundet prisen for det mest bæredygtige rejseselskab i Sustainable Branding Index.

Karoline: Hvad betyder begrebet bæredygtighed for jer som virksomhed?

Mikkel Hansen: Det betyder fremtid, hvis man skal beskrive det med ét ord. Vi har en yngre generation som banker på og som vi jo selv er en del af. De har nogle adfærdsmønstre og bestillingsmønstre og nogle præferencer som begynder at ændre sig. De ændrer sig ikke lige så hurtigt i Danmark som de eksempelvis har gjort i Sverige, som er langt mere fremme end vi er i DK, men vi kan se de er på vej i den retning. Lige nu er udfordringen at ca. 35-40% af vores kundegruppe består af familier med små børn og 35-40% består af pensionister. Og det er ikke lige dér man finder de mest bæredygtige, aktive mennesker. Vi laver stadigvæk tests, surveys og rundspørger på bæredygtighed og vi prøver - fordi vi er de største globalt – og fordi vi har TUI Care, hvor vi klimakompenserede som det første selskab i Danmark og der kunne vi se, at et par uger efter begyndte SPIES og SunWeb at gøre det samme. Så man kan sige, at vi ligesom tager den her frontløber rolle på vores skuldre ift. bæredygtighed og alt vi gør inden for det område - vi prøver ligesom at vise vejen. Alt hvad vi gør har en effekt, fordi vi har den størrelse vi har. Vi fjernede rødt kød fra alle vores flyvere, de her CO2 certificeringer er noget vi har gjort til et kæmpe konkurrence-element. Dvs. De hoteller vi ejer skal leve op til nogle ret store krav ift. At få en CO2 certificering, for at vi overhovedet gider arbejde sammen med dem. Hvis de ikke har en grøn profil, er de ikke interessante for os. Alt hvad vi har for øje, skal rykke noget på den store bane. Det er ikke nok bare at købe tre marker og plante et par træer. For os er det ‘go big or go home’. Problemet er bare, at man skal også have en forretning som tjener penge og skal holde kørende, så hvis det ikke går hånd i hånd, bliver man jo nødt til at tage små skridt. Man kan jo ikke implementere ting fra den ene dag til den anden. Så jo, bæredygtighed betyder meget for os. Vi prøver virkelig at gøre det til en af grundstenene i vores forretning. Rejsebranchen er jo meget medieovervåget og ret kritiseret på det her område. Elforbrug står fx for langt mere forurening i verden end rejser gør. Rejser står for ca. 8% - ikke mere. Pointen er bare, at det er så håndgribeligt at sige til en person “lad vær med at rejs, så gør du noget godt for klimaet” fremfor at folk skal lade vær med at spise rødt kød.

Karoline: Du påpegede selv, at jeres kundegruppe ikke nødvendigvis er dem der efterspørger bæredygtighed. Så hvordan kan det være, at i helt fra start af har valgt at arbejde med bæredygtighed?

Mikkel Hansen: Der er jo to forskellige grene i det her med bæredygtighed. En ting er hvad du gør, en anden ting er hvad du siger. Og der er kæmpestor forskel. Dengang vi fjernede rødt kød fra vores

fly, det var jo en lille ting ift. At vi nogle måneder forinden havde valgt at klimakompensere for alle vores egne fly. Det batter jo ingenting i det samlede CO₂ udslip ift. At vi klimakompenserer. Det er jo en langt federe nyhed, som også var på forsiden af BT og Ekstrabladet. Flymaden var på forsiden i 1-2 timer, hvorimod klimakompensation var på forsiden i 10 min. Det er blot for at understrege, at man kan gøre en masse ting som betyder rigtig meget for klimaet, men man kan også gøre nogle ting som ikke betyder særlig meget, men som ser meget bedre ud. Dvs. skal vi (1) tjene penge og forberede os på fremtiden ELLER (2) gøre noget godt? Hvor i ligger troværdigheden i det, hvis alle selskaber blot gør det her for at sikre sig at de også har en forretning om mange år? Turisme står for et ud af ti jobs i verden, så det er jo et ret relevant sted at arbejde med bæredygtighed. Jeg vil argumentere for, at flyskam er ikke næst til DK endnu. I hvert fald ikke på det område vi har set i Sverige, men banker lige så stille på for at få lov til at tage fat endnu – og der er noget vej endnu for danskerne. Men det handler jo også meget om det interne – fx at lære ens kollegaer at være ambassadører. Vi vil gerne være på forkant med, hvad der kommer til at styre markedet på sigt. Vi har jo vores TUI Fond, men meget at det er jo penge ud ad vinduet - penge vi smider ud i luften, kan man sige. Det er penge vi ikke får tilbage, men de bliver brugt på noget godt. Vi taler mange millioner om året. Så det er jo en balancegang i forhold til hvor meget man kan tillade sig at tjene osv., som er årsagen til at vi gør det. Vi gør det for at forberede os på fremtiden og på de flere restriktioner der kommer, som fx flyafgift. Folk snakker så meget om flyskam, men der plejer jeg bare at sige ‘Jamen vil du så bare have, at vi skal fyre alle vores 70.000 ansatte?’ - er det en bedre idé? Men så kommer der jo bare nogle andre og udfylder det hul. Rejseprodukter vil ALTID være der. Folk vil altid rejse. Debatten kan derfor godt blive meget kontroversiel, når folk går ud og siger at vi overhovedet ikke skal flyve. Vi vil altid rejse, og sådan som vi ser på det hos TUI [skifter emne] jeg har en kammerat der er meget grøn og idealist og han skal rundt 3 uger i Frankrig og vil ikke flyve men har lejet en kæmpestor bil. Udfordringen er, at når det handler om os selv og bæredygtighed - folk ser bæredygtighed som noget samfundet har pålagt dem og som de skal tage stilling til. VI skal spare på vandet, bruge muleposer i stedet for plastik osv., det er noget vi skal gøre herhjemme og som vi er blevet pålagt. Men med ferie, det ser man jo som en ting hvor ingen bekymringer finder sted. Og bæredygtighed, det er jo en ting folk bekymrer sig om. Der er altså ikke særlig mange der har lyst til at tænke på bæredygtighed, når de er på ferie. Og det er jo dét, vi skal gøre op med! Vi skal have gjort bæredygtighed til noget, som man tænker over alle steder og hele tiden - også på sin ferie. Problemet er bare, at det gør kunderne ikke altid selv, så derfor bliver vi (TUI, red.) nødt til at gøre det. Og hos TUI vil vi gerne være med til at drive den her udvikling. Vores kunder ringer ikke selv og spørger ‘er den her rejse certificeret?’ - det er der seriøst INGEN der spørger om. Vi er også begyndt på - at når man bestiller et sted - så markerer vi med, at man netop har bestilt et sted der er certificeret og du sparar så og så meget CO₂ ved at have valgt det her sted, for at give kunderne en aha oplevelse og få dem til at tænke over det.

Karoline: Vi er kommunikationsstuderende og er selv interesseret i CSR og bæredygtighed, men synes allerede vi drukner i al den kommunikation og alle de certificeringer der er. Vi var forvirret. Så hvordan skal den almindelige forbruger finde ud af det? Hvilke tanker har I gjort jer om at kommunikere bæredygtighed?

Mikkel Hansen: Det er meget svenskerne der styrer den overordnede kommunikation dog og så kan jeg gøre med den hvad jeg vil. Vi prøver at gøre alle de her ting håndgribelige. Der er mange af de

her ting som er svære for folk at forholde sig til. Dengang vi kom med klimakompensationen, der skrev mange på ed sociale platforme ‘jamen i forurener jo stadigvæk’ hvor jeg dertil svarede ‘ja, men skal vi så bare lade være med at klimakompensere?’ Men der er jo helt vildt svært at kommunikere bæredygtighed ud til forbrugerne. Og det er jo samtidig et meget konkurrencepræget marked. Når andre har et fedt produkt der er grønt, så vil man jo gerne have det samme. Og lige pludselig har man alle mulige. Vi havde fx på et tidspunkt forskellige CO₂ certificeringer. De var enormt forskellige og det afhænger af hvilken ekstern virksomhed der har lavet certificeringerne. Og det dur jo ikke. Det skal jo være det samme! Vi prøver at lave nogle korte afmærkninger; certificeret, kompenseret og så udpenslet meget kort, med ét eller to ord – og så kan folk ikke nærmere på det, hvis de er interesseret. Og så er der arbejdet med den eksterne kommunikation, medierne. Og dér handler det om at snakke om kompenseringer og certificeringer på en måde, som Hr og Fru Danmark kan forstå. Det var en sjov opgave [ironisk] tilbage i maj. Folk forstod det ikke. Vi var first movers på det og generelt inden diskussion startede – mange mente det var snyd og humbug og så skal man forklare dem at det er det ikke. Vi havde de præcise projekter. Og vi kunne regne ud for folk, at hvis de tog en flyver med os, så betyder det, at i en by i Thailand så får nogle mennesker råd til en solcelle apparat som inden for 2 måneder kan tjene den strøm hjem vi kompenserer – og det betyder så, at de ikke behøves at bruge mere kul i den anden ende af landet som de ellers ville have brugt og som forurener helt vildt. Og det er netop de her sammenhænge, som er vildt svære at forklare. Der har vi jo samarbejdspartner til at hjælpe os – for det er vildt vildt svært.

Karoline: Du snakkede omkring den her konkrete ide med 10 personer på en rejse, så kompenserer det i Thailand. Fik i feedback fra kunderne på det?

Mikkel Hansen: Ikke særlig meget. Vi har gjort det i små doser kun. Vi har også prøvet at forklare det her med grønne indflyvninger, hvor man slukker for motoren og lader det svæve i de sidste 200 km når man så lander. Og det er jo noget der sparer vildt meget, men det er jo ikke en lige så god historie. En anden god historie – som sparer vildt meget CO₂ – men som også er svær at kommunikere, er at vi var blandt nogle af de første til at have et apparat hvor AI kan forudse teknologi i vores cockpit, som gør det langt nemmere for piloter at forudse turbulens i flere detaljer– det er lidt svært at forklare, for jeg forstår det faktisk heller ikke helt selv. Hvis man kan forudse turbulens, kan man spare vildt meget CO₂ fordi det kræver mere af flyet når den er i turbulens. Det er også noget vi har gjort, men det er ikke nyhedsværdigt. Det er bare ikke lækkert at kommunikere. Men jeg har det i baghånden som et kort jeg kan smide, hvis nogle fra Politiken ringer og siger vi sviner. Og nu har vi jo vundet den her pris, så vi har jo alligevel formået at kommunikere bæredygtighed. For den første pris vandt vi inden vi havde lanceret klimakompensation. Og det er jo ikke det eneste der tæller, men det er alligevel 8.000 danskere der bliver spurgt omkring hvilke nogle rejseskaber i Danmark de ser som de mest bæredygtige. Mange af vores initiativer havner i en note på vores hjemmeside og så kan dem der er interesseret klikke ind på det og blive klogere. Men det er de store ting der batter. Det er de gode nyheder og de let fordøjelige budskaber, som er dem der bliver fremhævet.

Karoline: Der er selvfølgelig de 5% der går vildt meget op i bæredygtighed og som selv opsøger det. Men når I kommunikerer, er det så til de resterende 95%? Eller hvem er det egentlig i forsøger at ramme?

Mikkel Hansen: Det er et utroligt godt spørgsmål. En forretning der vil holde sig sund og gerne vil tjene penge, vil altid have sin kernemålgruppe i fokus og altid have in mente ikke at træde dem for meget over tærne. Vi skal jo også passe på som selskab det er i hvert fald svært fra et kommunikationsperspektiv. Det handler jo også om branchen vi er i – rejser er jo et frirum. Og for de fleste danskere hænger frirum og bæredygtighed ikke sammen lige nu. Vi tilbyder jo også at man kan komme ned og hjælpe med at gøre stranden ren og samle plastik op med vores lokale guider. Opbakningen er ikke særlig stor dog, for chartersegmentet er bare ikke dér hvor de gider samle plastik op. Vi tilbyder jo også flere bæredygtige udflugter på vores destinationer i samarbejde med de lokale og retter fokus mod lokalbefolkningen - for det er dem der skal drage fordel af turismen. Og det er dét TUI Care Foundation har i fokus. Vi arbejder i TUI for, at turisme skal bruges som noget der er godt. Mange har ikke redskaberne i udlandet til det her med bæredygtighed. Og de forstår det ikke. Med floderne i Kina er der nærmest kun plastik og ingen vand. Og det skal vi jo hjælpe dem med. Vi skal sørge for at give dem nogle redskaber de kan bruge.

Karoline: Vi har kigget på jeres instagram og kan se i har lidt bæredygtighed i jeres highlights. Men hvad tænker i om at bruge det direkte i jeres markedsføring?

Mikkel Hansen: I 2019 brugte vi det faktisk i vores kampagne. Da vi lancerede klimakompensationen. Hos TUI siger vi altid i videoer "Bestil din rejse på TUI.dk" - men i det her halvår i 2019 sagde kampagnen "Bestil din klimakompenserede rejse på TUI.dk". Mange journalister lagde mærke til den ting og blev nysgerrige på hvad det var for noget. Og det var jo os der skulle prøve at se, hvordan det påvirker forbrugerne. Det havde ikke en enorm effekt, men det handler jo om at tage små skridt og bane vejen og gøre folk opmærksomme på, at den kan man altså godt. Så vi har brugt bæredygtighed meget direkte i vores kommunikation. Men det har ikke været noget vi har brugt direkte og konstant. Og det er fordi vi godt ved, at danskerne er der endnu ikke i forhold til det her med bæredygtighed. Fx når I tager et tog hjem, hvor tit har I så trykket på UNICEF knappen? Aldrig. Og hvorfor ikke? Fordi det koster ekstra. Så der er jo ingen af vores kunder - når vi siger de kan komme på et bæredygtigheds certificeret hotel for 200 kr. Ekstra, vil de ikke vælge det. Folk har også muligheden for at donere til vores Foundation, men de gör det ikke. Vi bliver simpelthen nødt til selv at tage det ansvar. Konklusionen er, at vi bliver nødt til selv at ofre nogle ressourcer. Og så må håbe, at vi er med til at drive tingene i den rigtige retning.

Karoline: Har I overhovedet oplevet en udvikling i efterspørgslen på bæredygtighed?

Karoline: I forhold til fremtiden, ser i så nogle bestemte trends som vil have betydning for hvordan I vælger at rette jeres kommunikation og drive jeres virksomhed ift. bæredygtighed inden for de næste par år?

Mikkel Hansen: En større tilknytning til lokalbefolkningen. Folk har en større interesse i at bo selv fx i lejligheder og det har kun fået mere medfart efter corona. Så derfor er der også stigende interesse ved de hoteller der netop har de her lejligheder. Og det bæredygtige element er så det her med at komme tættere på lokalbefolkningen. Bæredygtighed handler jo også om social ansvarlighed og menneskerettigheder og ikke kun om klima. Vi kommunikerer en mere socioøkonomisk gren af bæredygtighed med at støtte lokalbefolkningen. Der er også det med at komme ud og opleve ting på egen hånd, udforske. Fx: vi har kørt et spændende projekt i Marrakech med de mange udsatte unge mennesker – her har vi lavet et cykelværksted / lokal guide. Reparerer cykler og er guides for turister. Mega bæredygtigt. Projektet hedder Pikala.

Karoline: Du nævnte selv corona krisen. Og nu er der delfiner i Venedig osv. Tror du corona kan være et startskud til at folk vil rejse mere bæredygtigt?

Mikkel Hansen: Vi prøver jo at forudse ud i fremtiden. Og det vi har forberedt os på de sidste mange måneder er en bæredygtig aktivistisk indstilling til det at rejse. Både ift stormvejr og målgruppernes præferencer. Og vi kan allerede se de første skridt i Sverige. Min vurdering – uden belæg, men baseret på erfaring – ja, corona krisen kommer 100% til at være et referencepunkt til snakken om bæredygtighed mange år frem.

Karoline: Hvis I fik 500.000 kr. til bæredygtighed, hvad ville I så bruge dem på?

Mikkel Hansen: Jeg ville nok – som kommunikationsmand – smide den efter noget som også er en god historie. Noget der trækker nogle overskrifter. Jeg ville ikke smide den ind i klimakompensation osv. Jeg ville smide den til donation til et lokalområde til at udmunde sig i en form for udvikling. Lidt ligesom i Marrakech. Noget som er interessant på destinationen og som gør noget godt. Fra et kommunikationsperspektiv er det en bedre historie, selvom det ville være bedre for miljøet med det andet. Det er jo altid en fordel hvis man kan skabe en kommercial interesse for de her ting. Så tjener man jo også flere penge. Og når man tjener penge, kan man lave mere af det. Og det er dén bølge vi gerne vil have skabt. Vi vil gerne have folk til at få interesse for det her. Hvis efterspørgslen er der på et produkt, skal vi have mere af det. Så vores ønske er at vi skal have folk til at efterspørge at rejser er klimakompensert. Vi skal skabe en efterspørgsel som ikke er der. Kæmpe udfordring. Vi har prøvet i lang tid og vi stopper ikke endnu. Hvis vi stoppede turisme ville SÅ mange mennesker miste deres job. Så det jo heller ikke en mulighed. 1/10 jobs. De canariske øer, det græske øhav osv lider, fordi folk er afhængige af turisme. Det mest interessante er jo, når man bryder CSR ned til at være CSV – hvad er værdien i det? Det skal jo også være noget der er relevant. Fx det giver jo mening at Mærsk støtter koralrev. Det giver mening at vi støtter lokalbefolkning med hoteller. Carlsberg støtter natteravne, har et produkt hvor folk bliver fulde og gør gaden usikker. Det skal jo også give mening i forhold til ens forretning. Ellers bliver det jo bare filantropi – hvor man bare giver penge til noget der ikke giver mening. Man skal kikke på sin forretning og sige – hvor er det vi påvirker verden

negativt og hvordan kan vi gøre noget som påvirker det positivt uden at hele fundamentet under vores forretning bliver fjernet.

Appendix I – Interview transcription Jacob Skov (Grøn Rejs, CEO)

February 17, 2021. 13:00.

Karoline: Vil du ikke starte med at give en kort introduktion af dig selv og Grøn Rejs?

Jacob Skov: Jeg fik idéen til Grøn Rejs på en ferie på vej hjem fra Spanien. Jeg sad i flyet og opdagede pludselig en stor, sort sky over Malaga. Jeg fik lidt en ærgerlig følelse og følte en form for dårlig samvittighed, hvilket var med til at skabe startskuddet for Grøn Rejs. Så man kan sige, at det startede med en personlig rejse, hvor de personlige værdier har stået til grund for opstarten. Helt grundlæggende valgte vi altså at starte Grøn Rejs, fordi vi mener, at det skal være nemt at tage et bæredygtigt valg når man skal rejse. Når man f.eks. kigger på www.ecopassengers.org og regner ud, hvor man udleder på den specifikke rejse, så er det ret tydeligt at fly og bil klart udleder mest og at tog by far er den mest bæredygtige rejseform. Tog er jo egentlig en lidt mere oldnordisk måde at rejse på fordi det også tager længere tid. Men vi har alligevel følt, at der i høj grad har manglet et klimavenligt rejsebureau som har fokus på bæredygtig transport og som også tilbyder pakkerejser. Og vi fik også en glimrende start, fordi Politiken i december 2019 bragte en artikel om os og derefter tog alting fart. Vi kunne mærke en kæmpe interesse, hvor alle lige pludselig gerne ville have togrejser. Men desværre ramte corona i marts, hvor alting lukkede ned og pludselig blev der ikke solgt nogle rejser. Men vi er stadigvæk positivt overrasket over, at interessen fra start af har været så stor. Vi lancerer også snart en ny hjemmeside hvor folk også har kunne skrive sig op på venteliste. Og vi kan afsløre, at den venteliste allerede er meget lang. Vi har klart en markedsfordel mener jeg også, især fordi vi har adgang til Deutsche Bane og derved adgang til alle booking systemer i Tyskland.

Karoline: Vi har jo snakket en del om CO2 udledning i stedet for fly. Er der andre elementer af bæredygtighed som i tænker ind i jeres virksomhed?

Jacob Skov: Da vi startede skulle vores rejser være 100% bæredygtige. Hele vejen rundt med grønne hoteller osv. Og det er stadigvæk det vi stiler efter og vil på sigt. Og i storbyer er der kommet bæredygtige hoteller. Udfordringen har været, at det har ikke været på alle destinationer at der har været bæredygtige hoteller. Og de grønne hoteller er typisk også en lille smule dyrere. Folks vaner er jo svære at lave om på. Det kan godt være de har et ønske om at være mere bæredygtige, men når de står og skal købe en grøn rejse, så gider de altså ikke give mange flere tusinde kroner for en grønnere rejse. Og derfor har vi kikket på beregningerne – hvad udleder mest – og det er helt klart transportdelen der er issuet. Så vi stillede os selv det spørgsmål; vil vi have den helt grønne rejse hvor vi så sælger færre rejser, eller vil vi have nogle hvor der er fokus på transporten hvor vi så sælger mange flere. Vi vil hellere have mange folk afsted. Det rykker lidt mere i klimaregnskabet. Men det er klart at kan vi vælge mellem hotel A og B og det koster det samme, så tager vi klart dem der er mest bæredygtige. Og det er dem vi skal arbejde på at få ind som en del af vores rejser.

Karoline: Ja, man skal jo også kunne løbe rundt som rejseselskab. Man har jo et ansvar overfor sin egen virksomhed.

Jacob Skov: Vi er jo startede som små og skulle ikke leve af det i starten. Så det har været meget drevet med hjertet. Men det er noget andet for de store virksomheder som har været gang i mange år og som skal omstille sig lige pludselig fra den ene dag til den anden. Og der er vi startet op med et

bæredygtigt mål fra starten. Men stadigvæk med det grønne hjerte så er vi der er i processen hvor vi bare gerne vil have så mange afsted som muligt med tog i stedet for fly. Og det ville være ærgerligt hvis der er en masse der hopper fra fordi de skal være veganere på deres ferie eller betale meget mere for et grønnere hotel. Så det er next step. Og det er jo en udvikling lige nu – en lille revolution hos folk – der er flere og flere der stopper med at spise kød. Og snart er der nok også flere der vil bruge længere tid på transporten. Og flere der gerne vil betale en lille smule mere for et grønnere hotel. Plus når efterspørgslen kommer og der er mange der vælger et grønt hotel så falder prisen på det. Det er det samme med prisen på økologiske æg. Efterspørgslen er steget så meget at prisen er faldet. Og det er det samme med de grønne hoteller. Er der nok der vil have dem så falder prisen. Vi får bedre priser og så kan de bedre konkurrere. Men vippet i revolutionen skal bare lige vippe over - altså at der er nok der skal ville det.

Karoline: Hvem ser i generelt som jeres målgruppe som virksomhed?

Jacob Skov: Det er det første alle spørger os om. Jeg er også selv uddannet inden for marketing. Men kort sagt er alle målgrupper vores målgrupper. Vi differentierer os ud, men vi har ikke valgt 1 eller 2 ud. Vi vil gerne nå bredt ud. Vi har familierne der gerne vil rejse med tog og gerne vil vise børnene landskabet hvor oplevelsen starter når du hopper ind i toget. Så der pensionisterne. Mange tør ikke flyve og andre vil gerne opleve interrail. Så har vi skoler. Virksomheder der tager afsted med deres medarbejdere. Vi har unge mennesker på interrail. Vi har karrieremennesker som ikke selv har tid til at planlægge togrejser. Men hvis man ud fra demografi skal kikke på det, så dem der bestiller er kvinder i 30+ segmentet. Det er dem der finder rejserne og viser dem til manden derhjemme. Det er meget dem der kontakter os.

Karoline: Det er jo ret interessant at det ikke kun er mennesker der specifikt interesserer sig for bæredygtighed, der kontakter jer. Men der også er mange andre grunde til at folk rejser med jer.

Jacob Skov: Vores grundtanke var jo, at vi skulle være bæredygtige. Vi har oplevet der er mange med flyskræk som ser nye muligheder med tog. Folk går op i slow travel. Høre podcast og kikke ud ad vinduet. Sove undervejs i en kupé. Der er selvfølgelig stadigvæk mange der gerne vil så hurtigt frem som muligt – charter og sådan noget. Og det skal der være plads til. Det er bare ikke vores klientel.

Karoline: Vi kikker jo en del på kommunikationen omkring alt det her. Og selv som kom. Studerende der har en ærlig interesse i bæredygtighed og CSR er det virkelig svært at gennemskue kommunikationen men også at forstå alle de ting virksomhederne kommunikerer ud. Hvad har i gjort jer af tanker ift. at kommunikere bæredygtighed ud?

Jacob Skov: Ja, det har vi gjort lidt. Når man startet det op tænker man at alt bare skal spille, også med kommunikationen. Og så får man pludselig så meget mellem hænderne. Rejsegarantifonden man skal leve op til, kunder der skriver ind hele tiden med spørgsmål. Så alle de strategier man har lagt om kommunikation, glider nogle gange lidt ud. Vi har hele tiden sagt, at vi ikke vil stille os op på en piedestal, hvor det ville være nemt at pille os ned. Hvis man begynder at sætte sig derop hvor man er 100% grøn, så er der SÅ mange der vil elske at pille en ned og så kan man altid finde noget ved vores

rejser, som ikke er helt grønt. Du kan altid finde noget, hvis du gerne vil. Så vi startede dernede hvor det rykkede rigtig meget i klimaregnskabet, og så skal det finpudses og gøre det så grønt som muligt.

Karoline: Så I har egentlig gjort jer nogle tanker om, at I ikke vil love ting, hvor I kan blive anklaget for hykleri for eksempel.

Jacob Skov: Ja, eller greenwashing. Der er mange ting der er ugenemsigtige også fra transportselskaberne. Så der er også altid noget information som vi ikke har 100% kontrol over. Men det bliver jo bedre med tiden, når der kommer mere fokus på det.

Sofie: Så det bliver i virkeligheden mindre markedsført? Altså, at bæredygtighed bliver nedtonet i jeres markedsføring?

Jacob Skov: Ja, det kan du godt sige. Vi kan godt finde på at skrive "vælg en rejse med klimavenlig/bæredygtig transport" osv. Men vi var mere markante i starten. Vi er blevet lidt mindre nu. Men det er også fordi vi har en idé om, at folk i Danmark er sådan, at de vil ikke have fortalt hvordan de skal gøre tingene eller leve. Hvis man hører fingeren og siger folk ikke skal spise kød, så spiser de bare mere kød. Men hvis du til gengæld går frem som et godt eksempel og siger 'jeg har 4 kødfri dage om ugen' - jamen så gider folk godt lytte til dig. Så vi startede ud med at skulle være Robin Hood, men nu er vi nok mere der at det skal være valgfrit for folk. Vi vil bare gerne have at der skal være et bæredygtigt alternativ for dem der gerne vil det.

Karoline: Bliver I spurgt meget ind specifikt til bæredygtighed og den del af jeres forretning?

Jacob Skov: Det er sjovt i spørger. Jeg ville faktisk også have troet, at de ville gøre det mere end de egentlig gør. Jeg kan ikke svare dig på hvorfor. Men ligesom I tænker 'det har de styr på' – ja, jeg ved det ikke. Måske er det også fordi de kunder vi har, ikke kun gør det pga. bæredygtighed men også af alle mulige andre grunde.

Karoline: Så efterspørgslen på bæredygtighed er ikke nødvendigvis superstør hos jer?

Jacob Skov: Det kan den jo være. Det kan jo være at det er derfor de henvender sig til os i første omgang. Så folk tænker det er der styr på og så kan vi i stedet ikke ind på hvad der skal ske på rejsen. Måske folk bare tager det for givet og tænker det behøves de ikke spørge ind til. Det er måske nogle andre grundlag som vi ikke troede var der da vi startede op. Og det er jo fedt at der er alle mulige andre ting der taler for og som tager over. Vi har jo så heller ikke pushet den så hårdt på - bæredygtighed. Man kunne jo gå all in og have mange Facebook annoncer, og Instagram annoncer til folk som går op i bæredygtighed. Men det har vi ikke gjort. Men det er en mulighed stadigvæk. Vi er stadigvæk så nye, at vi ikke har et fuldstændig retvisende datagrundlag til jer. Det havde nok været anderledes om tre år. Så kunne jeg nok sige mere. Eller hvor mange at vores kunder der vælger os pga. Bæredygtighed.

Karoline: Og vi er jo også klar over, at I har været i gang i en tarvelig periode. Og I har virkelig haft nogle hårde opstartsvilkår.

Jacob Skov: Vi HAR kunder der skriver på mail at de vil der og derhen. Man kan jo få skræddersyet sin rejse og ønske hvor man vil hen. Fx nogle skoler VIL tage toget og vil ikke gå på kompromis. Så

vi har altså de ekstreme. Men hvorvidt de almene vælger os kun pga. bæredygtighed, det ved jeg ikke. Jeg tror, at alle tænker at det er en god bonus at deres rejse ikke udleder så meget.

Karoline: Det klart, der er selvfølgelig den ekstreme forbruger – de 5% der nok skal finde frem til jer. Men der er så også bare de 95% resterende. Og det er primært dem vi undersøger i den her opgave. Hvordan får vi dem til at finde frem til de bæredygtige rejser / alternativer.

Sofie: Ja, og hvordan man så skal kommunikere ud til dem. Vi har ikke svaret, men vi kan konstatere at mange har udfordringer med det. Og det er også derfor vi er så nysgerrige på, hvad de forskellige rejsebureauers tilgang til det er og hvilke overvejelser der er blevet gjort.

Jacob Skov: Ja, altså der er jo mange marketingskanaler, og vi ved stadigvæk ikke hvilken platform der er bedst hvis man skal ramme det bæredygtige eller ramme dem som tænker bæredygtigt. Facebook er jo den kanal flest virksomheder bruger i dag. Vi oplever at Facebook er mere effektivt end Instagram, da Instagram er mere stedet hvor man henter inspiration og finder nogle flere billeder. Dem der dog besøger vores Facebook side er dem der rent faktisk køber noget. Med Facebook kan man jo vælge specifikke annonceringer rettet mod folk der går op i bæredygtighed. Derfor kunne det være sjovt at køre en testkampagne med nogle små annoncer som kunne henvende sig til folk der går op i bæredygtighed. Så kunne man se hvad man fik ud af de forskellige annoncer og se hvilke målgrupper der er mest relevante. Men det har bare ikke givet mening for os. For det ville alligevel give forkert data fordi vi er under corona.

Karoline: Nu er der jo mange rejsebureauer der har bæredygtigheds certificeringer osv. Er det noget i har gjort jer nogle overvejelser omkring?

Jacob Skov: Ja, lidt. Men der er meget at holde styr på, hvis man vil være gode til selve togrejsen. Og det er dem der er svære. Så det er dét vi har haft fokus på og brugt energi på. Vi er blevet tilbuddt alle mulige certifikater, plante skove osv. Men det er bare ikke det vi har haft allerstørst fokus på. Nogle af de der certificeringer er også ... altså ... det er svært at have kontrol over, hvorvidt det rent faktisk gør noget. Og det med at plante træer, nogle ville jo mene at træer hiver CO₂ ud af luften og nogle mener en masse andre teorier om det. Så altså, nogle af de her certificeringer er sikkert megagode, og det skal vi helt sikkert have kikket på, og have nogle af, men lige nu gør vi jo langt mere med bæredygtighed end alle de andre bureauer, i og med at transport kun er bæredygtigt. Så det er dét vi skal have fokus på og blive gode til hvis der skal være plads til os på markedet. Så kan sådan nogle ekstra ting som er nice to have, for eksempel certifikater vente.

Karoline: Vi er selv skeptiske omkring de her certificeringer. Og vi vil gerne undersøge hvor nemt og overskueligt det er for forbrugerne at gennemskue de her ting.

Jacob Skov: Jeg har gennemskuet det, når jeg har kikket på det. Og når jeg kan, kan forbrugerne nok slet ikke.

Karoline: Præcis. Og fx Svanemærket, det kender vi og kan stole på det. Men så snart du går ind og kikker på rejsebureauernes certifikater så er det langt sværere. Og det er lidt af en jungle.

Jacob Skov: Har I haft fat i tænketanken CONCITO? De er nemlig skidegode til det. Og de har nogle beregninger og kan fortælle lidt mere om det.

Karoline: Er der andre trends ift bæredygtighed som I tænker i vil hoppe med på eller lave initiativer indenfor de næste par år?

Jacob Skov: Staycation, også her under corona. Lave ture rundt i Danmark. Cykeltur i Thy fx, men vi er simpelthen hoppet fra det igen. Bl.a. fordi vi er nye og skal blive kendt for noget og vi vil gerne holde fast i, at vi er Danmarks togrejsebureau og ikke alt muligt andet. For det andet, skal man rundt med tog i Danmark er det virkelig dyrt. Jylland tur-retur løber hurtigt op i 800 kr. Man kan jo komme billigere til London med fly. Dermed bliver den samlet salgspris for høj. Det vi kan og det vi skal – der hvor vi kan bidrage med noget – det er at være de bedste til at kunne lave rejser med tog i Europa.

Karoline: Du nævnte selv staycation og corona. Tror du, at når krisen er slut, tænker du så at folk vil have en øget lyst til at rejse bæredygtigt? Og påvirke jeres virksomhed positivt.

Jacob Skov: Den er lidt svær. Jeg tror først og fremmest, at folk bare gerne vil afsted NU. Og folk savner deres vaner og deres hotel de altid er kommet på. Så jeg tror, at når man kan komme afsted igen, så tror jeg bare at bæredygtigheden kommer i anden række. Men det skal vi selvfølgelig hjælpe med og lave om på. Og gøre det klart at toget kan en masse andre ting. Men når det så er sagt, kan corona måske være det der gør, at vi får allerstørst succes. SAS har jo fyret en masse. Og de er for dyre at ansætte overnight. Det tager mange år før de er tilbage til hvor de var. Og fordi de ikke har den mandskab, kan de heller ikke have alle de afgange de har haft. Dvs. Der forsvinder en masse flyafgange. Og det åbner muligheden for at komme afsted med tog. Der er jo mange flere togstationer end der er lufthavne. En anden ting – hvordan vil i have det med at skulle sidde tætpakket oppe i et fly, mens der stadigvæk er fare for mutation. Jeg tror der kommer mere fokus på hygiejne. Den klinger meget i hovedet hos folk. Lufthavne og fly er lig med smitte fordi det var sådan det hele startede herhjemme. Men når man skal med tog ud i Europa og er nogle stykker sammen, kan man købe sin egen kupé med senge. Så man kan rejse mens man holder sig i en boble uden at skulle være sammen med andre, og det taler jo helt klart for.

Karoline: Hvis I fik 500.000 til bæredygtighed, hvad ville I så bruge dem på?

Jacob Skov: Vi ville nok få en indover som kunne fokusere på de andre elementer end transport. Sidde og lave aftaler all day med de rigtige hoteller. Regne den samlede udledning ud på ferier. Måske vi ville gå med i nogle forskningsprojekter omkring grøn fuel til fly. Fly begynder at flyve på grøn fuel. Der sker også spændende ting inden for flybranchen.

Appendix J – Interview transcription Niels Riis (Expert, sustainability)

February 22, 2021. 11:00.

Karoline: Vi læste jo den artikel du var med i hvor du udtalte dig om bæredygtighed i rejsebranchen. Den fra Politiken omkring hvordan forskellige rejsebureauer arbejder med bæredygtighed og taler om det. Og nu har vi interviews med virksomheder og spørgeskema til forbrugerne, så nu mangler vi lidt et perspektiv udefra til at belyse det.

Så det første vi gerne vil høre dig om er, hvordan oplever du helt generelt at der bliver arbejdet med bæredygtighed inden for rejsebranchen?

Niels Riis: Seriøst. Det gør der. I rejsebranchen er der jo nogle store aktører, og det samme med charterrejserne. Vi har nogle aktører, og de er domineret af TUI, som er store og de har kapacitet til at tage bæredygtighed for hvad det er og ikke blot tale miljø, men at vi fx hjælper en landsby i Kenya. De føler jo også presset fra regeringer. Du kan aldrig gå ud til nogle hoteller og sige hvis i gør det her får i flere kunder. Det er løgn. Dem der påstår det, det er forkert. Folk ser efter pris, pris, pris. Og det har de altid gjort. Så bæredygtighed tager de dødeligt alvorligt. Men også fordi de ved, at med bæredygtighed, at biodiversiteten som er en del af det, er en del under pres - seriøst pres. Man er jo en idiot hvis man ødelægger det koralrev turisten gerne vil ud at svømme i. de kommer jo ikke til hotellet for at bo på hotellet – de kommer for at svømme i koralrevet. Det store pres kommer fra de store internationale tur-operatører. Apollo rejser har jeg certificeret Travelife, jeg er autoriseret. Og de er også virkelig seriøse. Direktøren er tidligere bæredygtighedskoordinator og chef for de svenske statsbaner og hun er virkelig hardcore. Så når jeg påpeger nogle fejl, kikker hun blot stift på mig. Hun lyser rødt. Det er de ildsjæle der kan. Apollo i Danmark tager det virkelig seriøst og de tager bæredygtighed op på ledelsesniveau. Det er ikke blot en junior konsulent eller en middle manager konsulent. Nej, den ligger på direktionsgangen. Og gør man det, så er det fordi man tager det seriøst. Jeg har taget det med mig, at når jeg har arbejdet med Fuglsang hotellet i Fredericia, blindehotel, og de andre jeg har arbejdet med, det er at bæredygtighed skal foregå på ledelsesniveau. Det handler om at få defineret hvad det er. For det er ikke bare miljø. Det handler om så meget andet også. Det handler om at tage udgangspunkt i, at bæredygtighed er bredt og det skal være alvorligt ment.

Sofie: Hvad tror du ligesom at bevæggrunden er for, at der bliver arbejdet så intensivt med bæredygtighed?

Niels Riis: Alle brancher tager det jo seriøst. Der er klart et wake-up call. Og der er også et pres fordi der er heksejagt på flyrejser og oksekød. Folk tænker, at hvis jeg lader være med at fly og spise oksekød så er jeg bæredygtig. Eller hvis jeg lader være med at spise en bøf, kan jeg tage en bil til Paris. Det er jo helt feudalsk. Så det er jo, at bæredygtighed er kommet op på direktionsgangene.

Karoline: Vi snakkede med Glenn fra Apollo forleden dag. Og det virker virkelig til, at bæredygtighed er noget der ligger i deres DNA. Men vi har også talt om, at der jo også kan være et konkurrencemæssigt aspekt i det. De vil nok ikke selv sige det, men at det kan være der, er et ‘jamen fordi alle de andre gør det, bliver vi også nødt til det.’ Tænker du, at der godt kan være et sådant element?

Niels Riis: Ja, helt klart. Der vil jo altid være en ‘follow the market leader’. De beslutter at de skal være bæredygtige, men hvorfor egentlig? Jamen det ved jeg ikke, men det gør de andre. Og så løber man jo pludselig i samme retning. Og det er det samme med alting. Det er det samme hvis der er en ny destination. Det handler ikke om, at man har set et behov, men mere fordi de andre på markedet gør det. Hos kunden kan de snakke bæredygtighed, også fordi pressen er jo rigtig på til alt det med flyrejsjer. Og hele tiden bliver de pustet i nakken af industrien. Og det er godt. Ligesom bilindustrien er blevet mere reguleret og fået tæsk. Så i dag kører biler 30-40 km på literen. Og det samme kommer her med bæredygtighed og det er altså at by the end of the day så har vi ikke et produkt at sælge hvis koralrevet er væk. Sådan er det bare.

Karoline: Ja, så de vil jo gerne selv gøre noget, for ellers har de ikke noget sted selv at tilbyde deres kunder at rejse til, men der er også en masse udenom som siger, at det skal de.

Niels Riis: Hele tiden, har branchen været pris, pris og pris. Og man kan jo ikke se vingen, om det er blå eller orange farver. Om det er i Tyrkiet eller Grækenland, det er det samme. Der er ikke nogen differentiering. De internationale tur-operatører, de er blevet voksne og tager deres ansvar alvorligt. Og da jeg arbejdede for mange år siden i Kenya i 96'. Larsen rejser var dernede, midt ude på savannen. Min kone fyldte 50 her i går og jeg ville give hende nogle blomster. Jeg valgte Interflora og de har en fantastisk bæredygtig hjemmeside. Alle brancher gør det jo og er inde og kikke på, hvad vi kan gøre. Så det ligger i tiden.

Sofie: Nu har vi jo kikket meget på de store rejsebureauer som SPIES, Apollo og TUI, som faktisk gør et kæmpe stykke arbejde inden for bæredygtighed. Men det har vi kun fundet frem til, fordi vi har været inde og aktivt undersøge det. Hvordan tror du det kan være, at de ikke bruger det mere specifikt i deres markedsføring?

Niels Riis: Jeg tror, at det er fordi, at kunden er ligeglads. Kunden tænker ikke på, at de skal rejse bæredygtigt. De vil bare gerne have en god oplevelse og have det sjovt. Hoppe i poolen og have det dejligt, uden at tænke på om det er renset med alt muligt klor. For det er det. Det er det samme med ISO-certificeringerne og rengøringen på hotellerne og samler affald op fra stranden. Folk forventer jo, at servitricen bliver betalt ordentligt. Og det gør de jo ikke særligt mange steder. Men det gør de, hvis hotellet er Travelife certificeret.

Karoline: Men det er jo interessant, at i så mange andre sammenhænge, vil forbrugeren gerne gøre noget aktivt. Købe økologisk osv. Men lige ved rejser, er det som om, at folk ikke er villige til at gøre noget aktivt.

Niels Riis: Ja, og det er jo ligesom at vi snakkede om det her med fly og bøf. Hvis man vil gøre noget aktivt, skal man tænke på de definerede institutioner. Hvis TUI virkelig vil gøre sig attraktiv og bæredygtig osv., så skal de jo ikke have Danske Bank som bank. Danske bank har underskrevet Paris aftalen for mange år siden, men Danske Bank har også investeret i et stort kulkraftværk. I min egen en-mandsvirksomhed kikker jeg på hvilket elselskab jeg har, hvilken bank, Mercur, hvilken forsikring, GF-forsikring. Simpelthen minimere mine input, så jeg sikrer, at de penge banken bruger, bliver brugt forsvarligt. Og der synes jeg, at det er for nemt for pressen at pege på fly og kød. Beton forurener jo også, det er jo én af de værste. Der er så meget CO2 forbundet med det.

Karoline: Vi fandt nogle statistikker der viser, at over halvdelen af det samlede CO₂ når man rejser kommer fra fly og resten kommer fra mad osv. Men der er jo også så mange arbejdspladser og socialt ansvar. Og det er jo lidt det folk glemmer.

Niels Riis: Bæredygtig turisme kan jo være med til at forbedre biodiversiteten. Vi har nogle der tjener helt sindssygt på gorillaer og på, at folk skal op og kikke på dem. Ligesom med nationalparker og safari. Og det er det samme med løver der er blevet reddet. Bæredygtig turisme er jo dermed enormt vigtigt ift. naturbevarelse. Det med, at man sidder et andet sted og møder en helt anden kultur. At sidde sammen med de lokale og med tjenerne. Vi skal ud til de lokale, men er nogle der har spurgt de lokale om de vil være med? Ligesom Wonderful Copenhagen inviterede turister til badeanstalt på Nørrebro. Hvem har inviteret dem? Det at man skal se noget andet end turistattraktioner, handler jo også om at man skal tjene nogle penge. Jeg ved ikke, om vi skal have turister rendende over det hele? Det skal reguleres. Jeg var i Absalon kirken og drikke kaffe med min søn, så pludselig er der en japansk turist der tog billeder. Ingen har spurgt mig. Jeg er pludselig en attraktion. Man skal virkelig være opmærksom på, hvor man sender turisten hen i bæredygtighedens tegn.

Sofie: Du har jo været med til at bæredygtigheds certificere virksomheder, mens du arbejdede for Travelife. Men vi har diskuteret og undret os over, hvem de her certificeringer egentlig er til for, tænker du? For det kan jo være svært for forbrugeren at forstå de har mange certificeringer.

Niels Riis: Jeg vil sige til virksomhederne, for at de kan argumentere for, at de er bæredygtige. Hvad er bæredygtighed? Så kan de bare henvise til certificeringerne. Det er et værktøj. Men det er ikke en hvilepude. Alle certificeringerne skal vedligeholdes. Fx hotellet i Fredericia arbejder jeg med lige nu. De skal Green Key certificeres og det er et fantastisk værktøj. Men vi er også hurtigt blevet enige om, at det ikke er nok. Hvordan kan vi trække verdensmålene indover? Men det er et virkelig godt redskab. Ellers er det for svært at forstå, hvis man ikke har Green Key. Og Green Key er altså kompliceret, hvis man ikke ved noget om bæredygtighed eller miljø. Men det er klart et vigtigt værktøj for virksomhederne og destinationerne.

Karoline: Vi har snakket med Apollo og TUI som begge er certificeret. Men selv som kommunikationsstuderende, kan vi slet ikke gennemskue hvad der er hvad. Man skal rigtig langt ind i det, før man som forbruger kan forholde sig til det her. Og vi spurgte Apollo om det i virkeligheden kan være en større forvirring end det egentlige er til gavn. Vi som forbrugere er i hvert fald stadigvæk forvirrede, vil vi mene. Tror du, at det nærmest kan blive så overvældende for forbrugeren, at man går væk og finder noget andet der er nemmere at overskue?

Niels Riis: Nej, det tror jeg ikke. Jeg tror, at de forbrugere der kikker på det her er kritiske og så må de stole på Green Key og Travelife. Og så må man sætte sig ind i GSTC. Hvis man er lidt kritisk og synes at man skal rejse bæredygtigt og ansvarligt, så er det jo rart, at man har mulighed for at læne sig op ad certificeringerne. Man er ikke helgaderet, men man er i den rigtige retning. Og det handler også om de lokale og om de er klar til at modtage turister. Ligesom Phi Phi Island som er blevet en ødelagt turistattraktion. Og sådan nogle bæredygtighedsredskaber det er jo effektivt for virksomhederne. Jeg går ikke så meget op i dem – og det er det samme med destinationer og destinationcertificeringer. Hvor meget på destinationen skal så være certificeret? Det er et værktøj

for virksomheder og destinationer og ikke andet. Og det kan gå hen og blive en hvilepude. Men jeg synes altså godt, at der kan strammes op på en masse af aspekterne.

Sofie: Hvad ville dit bud være på, at det skal strammes op?

Niels Riis: Det er, at efter fem år, skal der være en handlingsplan. Og der skal være en handlingsplan nu. Der er en masse ting. Virkeligheden overhaler jo certificeringerne her i Europa, da vi har LED pærer. Og det er hele vejen igennem, har i varmeveksler? Har I isoleret? Enhver chef bør jo sørge for at minimere omkostningerne. Verden løber jo lidt fra certificeringerne. Og der er jo også udbrydere, der gør ekstra meget og så bliver det endnu mere forvirrende. Fx var der et hotel for mange år siden der sagde; vi er et hotel under udvikling. De ville ikke kalde sig bæredygtige. Det er jo GSTC der udstikker certificeringerne. Og følger man dem, er man ikke galt i byen. Virksomhederne skal ikke opfinde den dybe tallerken. Vi har de her mærkeordninger, og de er mest for virksomhederne og ikke så meget for turisterne. If the shit hits the fan kan man altid blive Travelife certificeret.

Karoline: Du nævnte, at der var et hotel som ikke ville kalde sig full-on bæredygtigt. Tror du, at det er en generel ting, at folk er bange for sådan rigtigt at sige det højt, for så skal de stå til ansvar for det?

Niels Riis: Ja, helt klart. Det hedder jo greenhushing. Ligesom H&M, de lavet en masse bæredygtigt men de tør ikke sige det. Det er greenhushing, hvor man bare gør det. Jeg var også på et hotel på Filippinerne hvor alt var fuldstændigt bæredygtigt, men de nævnte ikke en skid om det. Vi har vores kunder og er fuld booket, så hvorfor skulle vi overhovedet snakke om bæredygtighed? Tager man det udgangspunkt, så lav en bæredygtighedsplan selv og lad vær med at blive certificeret. Brug pengene på det lokale community i stedet for, i stedet for at bruge alle pengene på en certificering.

Sofie: Vi oplever måske at det modsatte sker lige nu. Der er bæredygtigheds-certificeringer, men der er ikke konkrete planer for hvordan de præcis har tænkt sig at udføre dem. Det bliver meget fluffy.

Niels Riis: Ja, og der SKAL jo altså være hele handlingsplaner. Med mål og delmål. Og der skal gøres det og det og vi får dem passet ind så de passer ind i deres generelle udviklingsplaner, miljøplaner og marketingsplaner. Så de bliver en del af fx hotellets planlægning.

Karoline: Så når de skal certificeres, så skal der være nogle udviklingsplaner. Men vi har jo også kikket på almindelige bæredygtigheds rapporter, som ikke nødvendigvis går ind under certificeringer, men generelle rapporter om fx i 2030 skal vi have nedbragt vores CO₂ udslip med X %. Men nogle gange er det jo nemt at sige ting, som ikke er helt konkrete, fordi så er der ikke nogen der kan holde en op på det. Og nogle af dem vi har snakket med, synes at rejsebranchen godt kan være svær at gennemskue, fx min far. De har svært ved at forholde sig til det. Tror du, at der i rejsebranchen generelt er en skepsis fra kunder ift. At snakke om bæredygtighed?

Niels Riis: Det tror jeg helt sikkert – at der er mange kunder der siger, ‘hvad er det for noget?’ Så jo det er der og det er også klart et parameter man snakker om. Bæredygtighed er jo mere. Og det er jo et spørgsmål om et forklaringsproblem, at det fx også handler om at dem i Mombasa på hotellet får en god løn. Eller at der er en tjener, som jeg mødte og som fortalte mig, at han er den første i sin familie, der har råd til at betale for at hans datter kan gå på universitetet. Det er pga. mit job siger han.

Så kan vi jo lave Flyskam osv. men så skal hun så også pludselig droppe ud af universitetet, fordi der ikke længere er råd til at betale for det. Det skal jo gøres rigtigt. Det er jo et job. Det er svært at automatisere turismen. Ligesom med de uafglærte og kvinder, de kommer også ind på arbejdsmarkedet. Og det handler jo om en god løn og do good. Og det understreger en certificering jo. At der skal bl.a. være en skriftlig kontrakt. Og helt almindelig ting som at man ikke må tage en månedsløn i depositum som nogle hoteller gør. Hvis nu du fx kommer til at ødelægge uniformen. Det er grotesk. Så trækker de jo så for ny uniform. Og ‘nå, ej er du gravid? Tillykke, du er fyret’. Og det er desværre sådan det fungerer. Hvis der ikke er nogen viden eller rettigheder om, hvordan man behandler personale, så sker sådan nogle ting. Men derfor er det godt med certificeringer, så sådan nogle ting *ikke* sker. Der skal der være karriereplaner. Og der kan virksomhederne jo så bruge certificeringerne som ramme.

Karoline: Tror du, at forbrugerne mangler oplysninger omkring, hvad bæredygtighed også er? At det handler om mere end klima, så at efterspørgslen også blev større hvis man informerede dem om det?

Niels Riis: Præcis. Præcis. Det er dét der mangler. Den fjerde statsmagt som de kalder sig selv. Medierne og pressen. Som projicerer alt for meget på alt det der med klima og CO₂ og overhovedet ikke sætter det i perspektiv. Turisme er jo den femte største industri. Og det vokser virkelig. Kineserne flyver mere og mere og mere. Og det samme med at turisterne strømmer til Afrika. Domestic tourism i Kenya er fx stort. Og pakkerejse fly er pakket mere tæt. Og de fly som er mest miljørigtige og bæredygtige, kunne man fx give de bedste slot-tider. Sådan kan man jo også regulere det. Alle vil jo gerne have de gode tider og flyafgange.

Karoline: Så hvis man skal snakke bæredygtighed inden for rejsebranchen, så skal man måske fjerne det der klima aspekt en lille smule – eller i hvert fald måske ikke mindre på det. Det går jo ikke kun ud på flyskam, det er jo så meget mere end det. Fjerne fokus fra det og så komme mere over i noget med noget lokalsamfund.

Niels Riis: Ja, helt klart. Men det er jo så bare udfordringen, hvem der skal kommunikere det ud. Hvem der skal gøre det.

Sofie: Om det så er den fjerde statsmagt eller hvordan.

Niels Riis: Ja, altså det skal jo helt klart være medierne. Og når vi så rejser, så rejs for guds skyld med pakke rejser, ned til et resort. Det handler ikke nødvendigvis om at skulle ned og bo hos de lokale. Det mest bæredygtige er jo at rejse med pakkerejser. Fx var jeg på Zanzibar og snakkede med de lokale hotelejere. De vil have mere turisme, men så kræver det mere certificering. Men så mener de at det har de ikke råd til og det kan de ikke finde ud af. Det handler jo også om at personalet er oplært i kvalitet og service. Og så snakkede jeg med HR-manageren som også er sustainable manager som sagde at han snart rejste, men så falder det her jo sammen. Og de ville så gerne have outreach hvor det ikke handler om konkurrence men om at være bæredygtig hele vejen rundt og have en masse viden og forbedre service og dele viden om bæredygtighed. Men det ville de så ikke have og afviste det.

Karoline: Hvis vi nu skal se lidt frem i tiden, hvilke trends og issues ser du der ligger ift. Bæredygtighed, som virksomhederne bliver nødt til at tage hensyn til?

Niels Riis: Det bliver uundgåeligt at vi skal have låg på den bærende kapacitet. (39:45) fx at Venedig skal reguleres ned. Det handler jo i sidste ende om, at man skal betale for det. Men der kommer helt klart til at være flere reguleringer. Reguleringer af de populære rejsemål. Verden er ikke som før. Ja, så man kan sige at der er noget overturisme i det. Og det er destinationerne som Venedig der skal regulere det. Fx at sige at der skal være nogle bestemte antal overnatninger. Jeg kan fx ikke se nogle fordele i at have krydstogter. Men på den anden side, de forurener til gengæld ikke særlig meget, fordi de sejler ikke særlig stærkt.

Sofie: Vi har undret os over, hvordan det kan være, at forbrugerne ikke aktivt efterspørger bæredygtige rejser. Hvordan tror du, at det kan være?

Niels Riis: Det er det samme med alle andre brancher. Hvis der er tilbud på printerpapir i netto, så køber man det. Og altså, når folk skal ud og rejse, så skal de bare ud og rejse. Og så tænker de ikke over om det er bæredygtigt eller ikke bæredygtigt. Der er simpelthen ikke efterspørgsel på det. Tyskerne er rigtig gode indenfor bæredygtig turisme. Fx TUI er virkelig prof til at ansætte folk der kan arbejde med bæredygtighed. Og det gør de 100%. Og det er det samme med Novo Nordisk, Danfoss, Mærsk osv. Og så en håndfuld små. Jeg har også certificeret DRF. Og jeg skulle holde et seminar for dem om bæredygtighed, men der mødte nul op. Men da der var seminar omkring hvordan de kunne få flere kunder, mødte alle op. Og DRF siger, at det simpelthen er en generationsting. De venter bare på - de små rejsebureauer – at de giver slip og det er de unge der tager fat.

Sofie: Så måske om 10 år, kunne du godt forestille dig, at det ser helt anderledes ud? At der nærmest helt omvendt der kun kommer til at blive efterspurgt bæredygtige rejser?

Niels Riis: Præcis! Amen det er helt sikkert, det er en helt klar konklusion. DRF har jo promoveret Travelife certificeringen. Og de har virkelig været aktive med det. Det er altid market leaders der tager teten og så følger de andre med. Det er også et spørgsmål om regulering. De er hunderæd for, at der kommer en bureaucrat ind. Lad os hellere gøre det selv – inden der er nogle der begynder at pålægge dem det. Aalborg Portland gør det også, for de ved godt at de ikke er guds bedste børn ift. CO2. Det er deres produkt, at de forurener. Så om 10 år, jo helt klart. Det giver totalt mening. Og jeg tror ikke engang folk kommer til at tænke over det. Det kommer bare til at være en selvfølge. Men det kommer til at gå stærkt de næste par år tænker jeg. Det kan man også se med de store rejsebureauer, de snakker alle sammen om bæredygtighed. Flyselskaberne gør, destinationerne gør. Der er kun få destinationer som ikke er bæredygtige.

Karoline: Vi skal bare have forbrugerne med! Vores konklusion må simpelthen være, at vi må vente 10 år. Vi har skrevet vores opgave 10 år for tidligt.

Niels Riis: Det er så spændende også at følge med i de store virksomheders generelle arbejde med bæredygtighed og hvordan de arbejder med verdensmålene. Lad nu vær med at fokusér på dem alle sammen! Vælg nu bare et par stykker og fokuser på dem. Men der er nogle der skriver to linjer til det og så er jeg sådan ‘jamen det er bare et lovkrav, det behøves du jo ikke nævne’.

Karoline: Kipling Travel har jo faktisk valgt at fokusere på alle 17 verdensmål

Niels Riis: I må hilse Lars Gundersen hvis I snakker med ham. De går meget op i at gøre rent efter sig på destinationerne. Sender nogle i forvejen som sikrer at der er rent. Han er ret kontant i sine holdninger. Et af kravene siger jo, at man skal tilskynde at bruge den mest bæredygtige transport, hvis man skal leve op til certificeringerne ift. ens medarbejdere. Til det sagde Lars bare nej. Jamen det er jo et krav? Til det svarede han, at han ville hellere ville have at hans ansatte havde en bil, så de kunne komme hurtigere hjem til deres familier og ikke bruge timer i offentlig transport. Og det er jo rigtigt.

Appendix K – Interview transcription Peter Rasmussen (Expert, travel industry)

March 1, 2021. 14:00.

Karoline: Vil du ikke lige give en kort præsentation af dig selv?

Peter Rasmussen: Jeg har været Nordeuropa chef for British Airways og American Airlines. Og nu har jeg det her togbureau som er baseret på noget AI, som sælger togrejser i Europa og hele verden.

Karoline: Hvordan oplever du helt generelt at der bliver arbejdet med bæredygtighed i rejsebranchen?

Peter Rasmussen: Alle snakker om det, men ingen gør noget ved det. Alle vil gerne - både udbydere og kunder – men der er ingen der er villige til at betale for det. Det har vi i hvert fald ikke set endnu. I min tid fra British Airways og det vi solgte online, der var jo nogle CO2 afladskøbere, men ingen benyttede det. Så det var mindre end en procent. Og når man sammenholder det, med det I er kommet frem til, det med at forbrugerne siger de gerne vil rejse mere bæredygtigt, det vil de bare ikke. Og det kan godt være at det er den rigtige ting at sige nu, at man gerne vil rejse mere bæredygtigt. Men jeg tror faktisk, at en stor del af menneskerne er bange for at blive snydt. Epinions undersøgelse viser, at det er kun 3% der har fuld tillid til klima kompensation. I husker selv Uffe fra alternativet. Det kom jo frem at kompensationsmuligheden slet ikke var god. At et parti slet ikke selv har styr på hvad deres egen medlemmer går og betaler til. Så hvordan skal den almindelige forbruger så føle sig overbevist. Og så bliver det bare rene undskyldninger. "Amen jeg tror alligevel ikke at det går til det rigtige formål". Det er udbyderen der skal tage et ansvar. Men kommer det til at koste mere, er det ikke sikkert, at man har kunden. Vi sælger jo togrejser. Og alle ved, at tog er mere bæredygtigt end fly. Vi kæmper dog med, hvor stor en del skal bæredygtighed fylde? For vi kan ALTID blive fanget, hvis der kommer den rigtige skeptiker. Togrejser er bedre for miljøet end fly. Men er dit tog fyldt? Kun elektriske tog? Men hvor kommer strømmen fra? Er det fra kulkraftværker? Er det vindenergi? Så helt ærligt, så overvejer vi at nedtone det, fordi faren for greenwashing kan være for stor.

Karoline: De store rejsebureauer bruger jo heller ikke konkret bæredygtighed i deres markedsføring. Tror du, at det er af samme årsag?

Peter Rasmussen: Det skal i næsten spørge dem om. Charterrejse markedet er meget pris bevidst. Hvis man skal betale bare fem kroner mere, er folk out. Men bæredygtighed er jo mere end bare CO2. Det handler også om børnearbejde. Ethically sourced destination. Der er jo nogle mindre bureauer der udtrykker det som at man skal rejse ansvarligt - i stedet for bæredygtigt. Travel responsible.

Karoline: Der er mange der ikke kan gennemskue klimakompensationen. Men tænker du, at forbrugerne generelt har svært ved at gennemskue kommunikationen omkring bæredygtighed fra rejsebureauerne?

Peter Rasmussen: Altså jeg kender masser af konsulenter som gør sig i det her. Bæredygtighed er jo mere end bare CO2. Jeg kan ikke rigtig svare på det, fordi det er så forskelligt.

Karoline: vi har jo spurgt forbrugerne, hvad de forbinder med ordet bæredygtighed. Og mindst forbinder det med social bæredygtighed. Men rejsebureauernes bæredygtighed handler meget om netop lokal bæredygtighed. Det medierne siger om bæredygtighed handler om noget helt andet.

Peter Rasmussen: Hvor meget tror I, at folk forstår om FN's verdensmål?

Karoline: Det har vi faktisk snakket meget om. Netop fordi der er så mange som der er. Men kun få har sat sig ind i dem. Men når nogle virksomheder går ind i alle, får man også fornemmelsen af, at de bare tilpasser deres kommunikation til noget, i stedet for at det passer på noget de gør. Og det samme med certificeringer. Hvem er de til for?

Peter Rasmussen: Ja, det skal jo være en del af årsrapporten. De her FN-mål er blevet en global standard. Men det kan godt være at du har ret, at det ikke er en fordel at der er 17. Vi har altid været vant til, at det er noget med CO₂. Men jaja, der er også en masse andet. Og hvem har så ansvaret for hele den kommunikation? Ikke engang de store rejsebureauer har nogle der er det.

Karoline: Apollo var ikke så meget for at sige noget. Vi har til gengæld snakket med bæredygtighedsekspert Niels Riis og omkring certificeringer – og han snakkede om at certificeringerne kan have noget at gøre med at det er konkurrencepræget. Fordi det skal se godt ud udadtil. Og det vil de jo selvfølgelig ikke selv sige, altså rejsebureauerne. Men tit så siger de jo også det, som de ved de skal sige på vegne af virksomheden de repræsenterer.

Peter Rasmussen: Men sådan er det jo. Især i større virksomheder. I skulle tage at snakke med Lars Gundersen fra Kipling, han er ved at gå igennem de her certificeringer lige nu – Travelife. Han har taget det til sig.

Karoline: Jer hos Silver Tray, I kører jo med tog. Og vi har også kikket på andre tog bureauer som jo netop kalder sig for Grøn Rejs – men i går jo slet ikke ind i det her, med at lægge hovedet på blokken og gå ud og sige at I er bæredygtige. Og det er jo interessant.

Peter Rasmussen: Det er rigtigt. Vi har netop anført bæredygtighed som en af vores USP'ere. Men nogle af vores kunder, de flyver jo hjem. De vil ikke tage toget. Nogle tager til storbyer og Venedig osv. Jeg er bange for at det bliver et tveægget sværd. Selvfølgelig skal vi have en CSR-policy, men det skal nok ikke være en af vores USP'ere. For selvfølgelig skal et hvert globalt firma have det. Vi er nok også lidt dyrere end nogle af de andre rejsebureauer. Og hvis vi ovenikøbet er lidt dyrere og samtidig skal til at lave nye tiltag.

Karoline: Hele ens supply-chain skal jo også være bæredygtighed.

Peter Rasmussen: Lad os tage et eksempel med toge. Vi ved ikke om de er elektriske. Vi ved ikke om det er grøn energi. Når vi henter folk på stationen, hvad så hvis der kommer en gammel diesel taxa, i stedet for en el-bil. Vi er ansvarlige for en hel masse underleverandører.

Karoline: Det bliver for risky.

Peter Rasmussen: Ja, det gør det. Alle de her overtristet steder som storbyerne, de er heller ikke særlig bæredygtige.

Karoline: Så I går heller ikke ind i de her certificeringer?

Peter Rasmussen: Jo, jeg tror vi falder på Travelife. Også inspireret af Lars Gundersen som vi arbejder sammen med på visse områder.

Karoline: Det er jo svært ikke at nævne corona. Og der er blevet rejst mindre. Vi kan pludselig se himlen i Kina. Tror du, at det kan være en katalysator for, at der kommer mere bæredygtighed i rejsebranchen?

Peter Rasmussen: Ikke baseret på årene før corona. Jeg tror der er en stor opsparet pukkel af rejselyst som kommer til at blive brændt af.

Karoline: Det kan vi jo også selv mærke - giv mig en tur til Mallorca.

Peter Rasmussen: Men vi tror det kommer til at figurere mere ift. rejseplaner. Bæredygtighed kan have en del med det at gøre, fordi folk indser at det nok er bedre at køre med tog. Men også fordi det er en langsommere måde at rejse på. Få mere samvær ud af det, i stedet for at rushe. Men der er forskel på forretning og ferierejser.

Karoline: Får i overhovedet nogle efterspørgsler specifikt på bæredygtighed?

Peter Rasmussen: Nej. Men vi har solgt en del gennem Politikken plus. Og det er det lidt ældre segment. Det er aldersbestemt. Jeg tror der er nogle unge mennesker i dag som næsten aldrig kommer til at flyve. Fordi de bare ikke synes at det er bæredygtigt. Jeg tror ikke den ældre generation bekymrer sig.

Sofie: Ja, så det kommer måske nok først med det her generationsskifte, med at efterspørgslen stiger.

Karoline: Da vi snakkede med Grøn Rejs, som specifikt slår sig op på bæredygtighed, får heller ikke særligt mange henvendelser. Det var mere nostalgitiske ældre og unge på Interrail.

Peter Rasmussen: Det der bliver spændende at se – vi kører en test kampagne her i næste uge i Sverige. Nogle af turene vil være med tog hjem og andre med fly hjem. Og der bliver det spændende at se hvad der sker med medieinteressen. Hvis ikke Sverige – som er Greta Thunberg land – kan rykke i markedet, tror jeg det bliver svært.

Karoline: Det var jo også i Sverige at begrebet flyskam opstod.

Peter Rasmussen: Og efterfølgeren var jo togfryd. Hvor man blærer sig over, at man kører med tog.

Sofie: Folk går meget op i bæredygtighed i hverdagen – men det er anderledes med rejser.

Peter Rasmussen: Hvad hvis man lavede nogle sammenligninger. Så det bliver bragt mere ind i hverdagen? Hvis du gør X så sparrer du klimaet for så og så meget udledning. For ferier er jo hellige for folk. Man vil ikke have nogle bekymringer.

Karoline: Ja, og mange mener jo, at ansvaret ligger 100% hos virksomhederne. Men der er jo også en forretning der skal køre rundt. Og derfor skal der jo også være en efterspørgsel. Og hvis der ikke er nogle der vil betale for det, så er det skruen uden ende.

Peter Rasmussen: Men i Epinion siger 30% af det er udbyderens ansvar. Men det kommer an på om i skal løse det eller bare stille paradokset op.

Karoline: Ja, vi har fået at vide af vores vejleder at vi ikke må løse problemet.

Peter Rasmussen: Men der er bare for mange dårlige historier. Med British Airways købte vi nogle bestemte ovne. Den måde de brændte det af på svinede for meget. Men alligevel brugte de ikke ovnene, fordi der var noget galt med dem. Og så gik man tilbage til den gamle metode med bål og brænd. Og så sidder man tilbage og kan sige det er derfor I ikke klimakompenserer. Og folk ved ikke hvor lidt penge det er. Måske kan man også komme ind i, at det er altså ikke særlig dyrt med de her CO2 kvoter. I så jo selv hvad der skete med European Trading Scheme. Da man fandt på det faldt prisen på CO2 kvoter helt vildt. Der er en eller anden ting der ikke rigtig passer.

Karoline: Vi kan jo også mærke det på os selv, når vi selv stiller os spørgsmålet. Vi donerer jo heller ikke vores flaskepenge til velgørenhed. Og det samme gælder klimakompensation, det gør vi heller ikke når vi skal ud og rejse. Men til gengæld køber vi økologisk og bæredygtigt tøj.

Peter Rasmussen: Med nogle ting vil man jo virkelig gerne gøre det rigtige. Men bare ikke lige med rejser. Det har klart noget at gøre med generationerne.

Karoline: Vi er lige 10år for tidligt på den. Min far stoler fx ikke på flyselskaberne og det de siger. Han synes ikke det giver mening at et rejseselskab begynder at snakke om bæredygtighed. For ham er bæredygtighed lig med klima og CO2. Og hvis det er sådan at folk har det, kan vi godt forstå der er en skepsis.

Peter Rasmussen: BA kommer frem med nogle biofuel fly - altså stof der er lavet af affald, som allerede er smidt ud. SAS har til gengæld slet ikke snakket nok om det. De klimakompenserer jo alle rejser der er købt med Eurobonus. Jeg fatter ikke, at de ikke snakker mere om det. Og det må være fordi de nok ikke tror, at det flytter noget.

Karoline: Det er da værd at tage med. Men der er jo nogle, der bare ikke snakker højt om deres bæredygtighedsprincipper. For det mener de ikke lige er en god historie.

Peter Rasmussen: Med Lars Gundersen, det er jo ikke det første der står på deres hjemmeside.

Appendix L – NVivo Codebook Danish Media

Name	Description	Files	References
Certifications	Mentions or specific information on sustainability certifications	6	7
Climate	Mentions of climate in relation to traveling	26	52
CO2	Mentions of the CO2 impacts of traveling	23	45
Economy	Mentions of economy which is not related to social sustainability - for example agencies' economy	2	2
Food	When news articles focus on food in relation to travel and sustainability	5	10
Nature	Mentions of nature preservation in relation to travel and sustainability	3	6
Overtourism	Mentions of overtourism	9	26
Plane travel	Referring to plane travels in relation to sustainable traveling - either positive or negative	18	38
Plastic	Any mentions of plastic in relation to sustainability and travel	6	6
Social	Any information on social sustainability in relation to traveling	11	11

Appendix M – NVivo Codebook Danish Travel Agencies

Name	Description	Files	References
Animals	Agency communication about initiatives regarding animal welfare	7	10
Certifications	Any agency communication about their certifications	6	12
Climate compensation	When travel agencies communicate about their climate compensation initiatives	14	30
Economic considerations	Agency communication regarding economy at the destinations or in the local society	5	9
Environmental considerations	When agencies communicate about their environmental considerations relating to animals, plastic, or garbage	23	40
Plane travels	Agency communication regarding plane travel	6	12
Plastic	Communication about initiatives regarding plastic	2	5
Social sustainability	When agencies communicate about their social sustainability initiatives	23	39
UN's SDGs	Any agency communication about the SDG's from the UN	1	1