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The perception of sustainability by micro-sized enterprises within the tourism industry on Gotland

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Abstract

Micro-sized enterprises (MEs) are many in number in the EU (93%) and are considered as vital and important actors in the push towards sustainable development. MEs perception and attitude towards sustainability dictates the outcome in the future. To understanding of how MEs perceive sustainability on the island of Gotland, Sweden, a study of 7 semi-structured interviews were conducted with MEs belonging in the hospitality sector of the tourism industry. The results show that the participants in the study had a positive outlook on sustainability and were working with sustainability in some way or form. Time and cost were the main challenges that the participants experienced with an addition of the temporary Covid19 pandemic. A correlation was found between the themes "reasons" and "priorities" which indicates that the reasons the company have for implementing sustainability affects and influences the priorities of the company.

SAMMANDRAG

Mikroföretag är många till antalet i EU (93%) och anses vara viktiga aktörer för att driva den hållbara utvecklingen. Mikroföretagens uppfattning och attityd mot hållbarhet påverkar resultatet och dess framtid. Att förstå hur mikroföretagen uppfattar hållbarhet på Gotland, Sverige, gjordes en studie som bestod av 7 semi-strukturerade intervjuer med företag tillhörande besöksnäringen på Gotland. Resultatet visar att deltagarna i studien hade en positiv syn på hållbarhet och arbetade mot hållbarhet på ett eller annat sätt. Tid och kostnader var de största utmaningarna som deltagarna upplevde tillsammans med den tillfälliga Covid19 pandemin. En korrelation hittades mellan teman "anledningar" och "prioriteringar" som indikerar att anledningarna till företagets implementering av hållbarhet påverkas och influeras av de prioriteringar som företaget har.

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LIST OF ABBREVIATIONS

UN	United Nations
UNWTO	United Nations World Tourism Organization
SDG	Sustainable Development Goals
MEs	Micro-sized enterprises
MSEs	Micro and small-sized enterprises
SMEs	Small and medium-sized enterprises
MSMEs	Micro, small and medium-sized enterprises
CR	Corporate Responsibility
SR	Social Responsibility
CSR	Corporate Social Responsibility
TBL	Triple Bottom Line
B&Bs	Bed and Breakfasts
SCB	Svenska statistiska centralbyrån (Statistics Sweden)
KTH	Kungliga Tekniska Högskolan (Royal Institute of Technology)
GDP	Gross Domestic Product
SEK	Swedish krona (or kronor)

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1. INTRODUCTION

Sustainability is one important tool that can be used to ensure the wellbeing of current and future generations. When talking about sustainability in the context of a destination or within a tourism setting it is often referred to sustainable development. In the Bruntland Report the famous phrase was first coined that would define sustainable development, the phrase is as follows: *“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”* (Telfer 2013, UN 1987). According to UN (n.d.) businesses have the potential to turn the tide and help create a more sustainable world. The success of sustainable development, however, depends on the businesses and their attitude towards sustainability (Cheng and Slaubaugh 2016). Depending on how the businesses feel and think about sustainability, the outcome may differ. If businesses accept sustainability and align with the values of sustainability, the movement will face less resistance and become the new normal way to practice business. On the other hand, if the attitudes of businesses towards sustainability is met with resentment and resistance, the process of creating a sustainable business practice may be hindered (Cheng and Slaubaugh 2016).

Tourism has been one of the world’s largest and fastest growing industries with an expectancy of average growth of 4.1% up until 2020 (Hallenga-Brink and Brezet 2005). However, when the Covid19 pandemic emerged, the world tourism industry started to decline due to various worldwide travel restrictions. The Covid19 pandemic has posed new challenges for businesses. According to Škare et al. (2021), approximately 75 million people risk losing their jobs in the year of 2020 due to the pandemic while the United Nations World Tourism Organization (UNWTO 2020a), calculate that number to reach closer to 100-120 million. The Covid19 pandemic threatens the smallest of businesses the most as they already struggle to survive. Even without the threat of a worldwide pandemic, smaller business types, such as the micro-sized enterprises (MEs), are often portrayed in literature as businesses with less resources to deal with bigger issues such as sustainability (Bressan and Pedrini 2020, Al Mamun et al. 2018, Mikušová 2017, Martín-Tapia et al. 2010). The MEs account for about 93% of the European businesses (almost 20 million companies) (Russo and Tencati 2009). This also points towards the importance and the vital role that the MEs play in the transition towards sustainability. The UN recognizes that companies are a crucial component to improve sustainability in the world and to reach the sustainable development goals (SDGs) (Globala målen n.d.), even though there is limited research about MEs and sustainability in literature (Agyeiwaah 2019). Therefore, this study will explore the perception that the MEs on Gotland have towards sustainability.

1.1 The aim and research question

This study aims to understand how sustainability is perceived and applied by the micro-sized enterprises within the tourism industry on Gotland and to identify what challenges micro-sized enterprises may experience whilst trying to improve or integrate sustainability into their company on the Swedish island of Gotland. The also study aims to increasing the understanding, explore where the efforts lack behind and identify problematic areas within the sustainable destination development on Gotland from a business point of view. To understand how MEs are working with sustainability the following questions were developed:

- How is sustainability perceived by the micro-sized enterprises within the tourism industry on Gotland?
- What challenges do the micro-sized enterprises face within the tourist industry on Gotland, when trying to integrate sustainability into their business, and why?

The first question aims to understand how sustainability is perceived by MEs in their point of view. MEs are the least represented business size in literature so this question may shine new light on this important topic from their perspective. It will also answer how important sustainability is to the business owners of the MEs and thereby indicate how important sustainability is perceived by the MEs on the island of Gotland.

The second question was created to answer if the MEs face any challenges whilst trying to implement or integrate sustainability to their business. To get a better understanding of how sustainability is perceived and used by the enterprises this study will interview different business owners within the hospitality industry and then investigate what kind challenges they may face when trying to integrate sustainability. The following areas will be examined: accommodations, restaurants, and hybrids of those two, for example, bed and breakfasts (B&Bs). The areas were chosen due to being in a similar field although the scales may differ and because the hotel and restaurant business types dominate the tourism industry in Sweden (Tillväxtverket 2015).

1.2 Why is this research important?

With the high number of companies on the island it is important to consider what their sustainable approach is. The island of Gotland has an extremely vulnerable environment, especially during the summer months when there are many visitors on the island and due to the water scarcity. The water scarcity on the island, is a result of geological and natural transformation in the past. This will become even more of a problem in the future due to climate change and the increase of drought (Gotlands Kommun 2008). According to Gotlands

Kommun (2008) climate change on the other hand, may pose new possibilities for tourism development on the island in the future, the increase of warm weather and a prolonged summer season may make Gotland a good tourism destination in the future. However, as mentioned earlier, Gotland is already having problems with the water supply during the summer months and if the scenario would bring more tourists to the island. Although that could potentially mean an opportunity for rural development, there is a need for sustainable companies that will take responsibility to have as small an impact on the environment while still being able to be sustainable in the economic and social aspects.

Both the UN (n.d.) and Region Gotland (Gotlands kommun 2008) identifies companies as important key actors in the transition towards a more sustainable future through sustainable development. In literature bigger and well-established companies are usually examined. However, in this study the MEs will be examined. According to Statistics Swedish (SCB), there were approximately 1,1 million registered micro-sized companies in Sweden and accounted for 96% of all the businesses in the year of 2013 (SCB 2016). As mentioned earlier 99% of the companies in Europe are considered as micro, small, and medium-sized (Cantele and Zardini 2018, European Commission n.d.) and only a few companies on the island of Gotland may be considered as medium or large-sized enterprises. Therefore, it is important to understand how MEs work with sustainability, what kind of challenges MEs face when implementing sustainability, and to understand from their perspective what the MEs think about sustainability. Since most of the companies on the island are micro and small-sized enterprises (MSEs), it is important to understand the difficulties they may encounter so that new knowledge may emerge on how to improve the destination. The sheer number of enterprises and the importance they play in our society makes the MSEs have the potential to change things for the better (Agyeiwaah 2019). Another reason why this study is important is because well-established companies such as medium and large-sized enterprises, usually have more resources than micro and small companies and/or are better at showing their advances to the public (Martín-Tapia et al. 2010). MEs tend to have less resources such as, time, money, knowledge etc. to deal with issues (Bressan and Pedrini 2020, Al Mamun et al. 2018, Mikušová 2017, Martín-Tapia et al. 2010). The new knowledge may also serve to help identify, formulate, and create new goals for the destination or the region in the future. This may in turn be beneficial for the municipality, new businesses venturing into the tourism industry and the whole tourist industry on Gotland. This study may therefore, help identify problems or difficulties that could have otherwise been missed.

1.3 The effects of Covid19

Tourism is one of the world's largest and fastest growing industries and has been expected to have an average growth of 4.1% until 2020 (Hallenga-Brink and Brezet 2005). The predicted growth of tourism for 2020 was set at 3-4% by the UNWTO (United Nations World Tourism Organization) but due to the Covid19 pandemic the UNWTO has seen a 22% tourism decline in the first quarter of the year 2020 and the latest data expects a 60-80% decline of tourism worldwide for the year of 2020 (UNWTO 2020c). The pandemic does not only impact jobs in the tourism industry, but it also impacts the GDP. The pandemic is impacting the tourism industry on multiple levels. With travel restrictions people are not able to visit places which results in economic loss for the industry and that leads to unemployment due to the economic backlash the businesses are experiencing. According to Škare et al. (2021) the estimated tourism travel loss in GDP for the year of 2020 is estimated to 2.1 trillion US dollar and the UNWTO (2020b) estimates the loss in export to reach a loss of 910 billion – 1.2 trillion US dollar. The last epidemic of this magnitude was the swine flu in 2009 which resulted in a decline of tourism arrivals of 26 million tourists and a loss of 61 billion US dollars (Škare et al. 2021). UNWTO (2020a) has therefore released guidelines for the industry to recover from the pandemic and to help make the tourism industry stronger and more sustainable after the pandemic.

1.4 Gotland

Gotland is a Swedish island located in the Baltic Sea. It is known for the limestone production and the cultural and political festivals that the medieval town of Visby puts on every year. During the summer months it is a popular holiday destination for many Swedish and European travellers. Statistics have showed an increase in visitors to the island for many years now and it is expected to increase even further in the future (Destination Gotland 2018, Region Gotland 2017). However, a 25% decline in travels by visitors to the island with the ferry has been recorded in the year 2021 compared to the previous year (2020), due to the Covid19 pandemic (Destination Gotland n.d.). Swedavia reports a decline of 72% of domestic flights to Visby and a decline of 92% of the international flights for the year of 2020 (Swedavia Airports 2020).

The most important industries on the island are agriculture, the food industry and tourism. Tourism is a big part of the island's identity, and it is important for the island's economy (Gotlands Kommun 2008). In the year of 2008, the turnover for the tourism industry was 1708 million SEK (Gotlands Kommun 2008). Since the tourist industry is of high importance, the municipality developed a document called "Vision 2025" which describes that Gotland aims to become a long-term sustainable destination through sustainable development (Gotlands Kommun 2008).

Approximately 60% (or 4500) companies are self-employed or privately owned on the island of Gotland (Region Gotland 2017). According to Gotlands Kommun (2008) the important contributing factor is that the island promotes entrepreneurs, competence, knowledge, innovations, and collaborations. In 2008 Gotland had the second highest amount of newly formed companies per inhabitants, only the region of Stockholm had a higher number (Gotlands Kommun 2008). According to a local newspaper article, 5 of the top 100 biggest companies and organizations on the island had more than 250 employees in the year 2011 (Hela Gotland 2011) and more recent data shows that only two companies on the island have more than 250 employees (Guldbolag 2021). According to the web page Largest Companies (n.d.) only 4 companies had a turnover higher than 1 million SEK in the year of 2019. Although not all the companies on the island are represented on those web pages, they give an indication of that there are not many large or medium-sized companies on the island.

2. THEORETICAL APPROACH

This chapter will cover the theoretical approach chosen for this study. First section clarifies the complexity of the approaches and discusses the different uses models. The second section explains the history behind the concepts. The third and fourth section explains the two different approaches and discusses the usefulness of them.

2.1 Model of or model for sustainability?

The model of corporate social responsibility (CSR) refers to 4 principles that businesses should follow to be socially responsible, businesses should make profit, obey the law, be ethical and be good citizens. The triple bottom line refers to the three bottom lines that a business should focus on instead of the traditional “single” bottom line. The three bottom lines include the environment, social, and economic aspects and those three should have equal priorities in a business for it to be considered sustainable (Seigel 2013). Some literature suggests that CSR and TBL are theories while others suggest that it is a model for how business should be practiced, to achieve sustainability (Zak 2015, Carroll 2008, Jamali 2007, Wood 1991, Carroll 1979). As CSR has evolved throughout its lifespan it has been both a model of and a model for sustainability (Carroll 2008). While both CSR and TBL can be described as models for and models of sustainability, however, it is sometimes difficult to distinguish between the two. On one hand CSR describes how companies ought to act, for example through stakeholder theory, (Singh 2020, Carroll 2008) and on the other hand it can describe how companies act (Sarango-Lalangui et al. 2018, Carroll 2008). According to Garriga and Melé (2004) the theories and approaches of CSR use similar terminology to describe different things. The complexity of CSR has been discussed in literature for many years (Singh 2020) and a true definition has not yet

been accepted by the scientific community (Crane et al. 2008) as there are more than 25 different definitions (Melé 2008).

2.2 The history behind social responsibility and CSR

Corporate responsibility (CR) referees to the impacts that an organization has on the environment, the society, and the economy. In other words, CR is the responsibilities companies have when conducting business.

Corporate social responsibility (CSR) has been around for many years, although called social responsibility (SR) until recent years. SR and CSR could now days be considered as two vastly different concepts as SR is referring to social responsibility in general while CSR is referring to the social responsibility of companies. In other words, CSR is a more specified extension of SR. Up until the 1950's companies used to donate to charities as a way of showing their SR, but in 1953, Howard R. Bowen published a book called *Social Responsibilities of the Businessman* where he discussed the subject of social responsibility in business. Bowen's assumption was that the 100 largest businesses had vast influence and power that affected many people. Bowen described social responsibility as "the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society" (Carroll 2008, P. 7). According to Bowen the definition is not a miracle ingredient that could fix all the problems but should instead be viewed as a guide for businesses in the future. However, according to Carroll (2008), the 1950's was more of a period where discussions were held, rather than a period of action regarding CSR. Nonetheless, the book and the discussions helped push companies in the right direction as in the following years companies became more involved in the societal problems and began to focus on specific issues such as equality and pollution (Carroll 2008). From the 1974 and onward, companies adopted the responsiveness perspective. During this period, companies took more social responsibility by trying to apply the SR model into their business (Carroll 2008).

In the 1971 Harold Johnson published his book called *Business in Contemporary Society: Framework and Issues*. This book addressed a new idea surrounding stakeholders. According to Johnson, companies should not only focus on making profit for their stockholders but also be include employees, suppliers, dealers, and local communities as well as the nation (Carroll 2008). The stakeholder theory addresses morals and values and relates to CSR. It states that companies should create value for all stakeholders and not just the stakeholders inside the company, but instead to all affected by the company (Singh 2020, Carroll 2008).

There is a notion that the planet cannot sustain the current economic activity for much longer (Sarango-Lalangui et al. 2018) and businesses are being viewed as the cause of social, environmental, and economical problems in society (Singh 2020). With a more environmental and social aware society, companies are steered in a sustainable direction. These reasons stress the importance of the incorporation of sustainability in business. If done for the right, the company may receive a competitive advantage on the market (Martín-Tapia et al. 2010). Environmental strategies for example, may help promote the visibility of a company (Martín-Tapia et al. 2010). However, if it is done for the reason of profit, it could be considered as “greenwashing” by the public and thereby, the company might lose the competitive advantage due to betraying the trust of the customers (Galpin et al. 2015).

2.3 Corporate social responsibility (CSR)

The basic concept of CSR is that businesses and society should be seen as intertwined instead of been seen as two separate bodies (Singh 2020) and because they are interwoven, society has expectations on how businesses should behave (Wood 1991). Businesses are dependent on society since society provides businesses with profit by using the services or goods that the business is producing, and the business may in return create value for the society through the jobs that they may create and economic flow through the society (Singh 2020). CSR theory describes that, businesses have a responsibility to make money and to act ethically towards the community. In other words, according to CSR the values created by the businesses do not only benefit the business itself, but the society as well (Yáñez-Araque et al. 2021). Research has shown that there is a positive correlation between SR and financial gain, and it has led to a growing acceptance that CSR is good for business (Salazar and Husted 2008).

The topic of corporate social responsibility has been argued about in literature for many years (Singh 2020) because it lacks a definition and a meaning of what social responsibility is, and if companies should have to even consider it at all (Crane et al. 2008). Carroll (1979) divided social responsibility into four categories, *economic*, *legal*, *ethical*, and *discretionary*. The four different categories should not be seen as separate but instead in which order they play a role in the evolution of the business. The reasoning behind it is that at first a business may need to focus on economic and legal aspects while at a later stage are able to focus more on social concerns such as ethical and discretionary concerns (Carroll 1979). According to Carroll (1979) economic responsibility is the responsibility of businesses to produce goods and services that the society wants and be able to profit from those goods or services. Carroll (1979) goes on to say that legal responsibilities are the ground rules on which businesses operate within. Ethical responsibilities are mentioned as expectations that society has on business in addition to the legal requirements (Carroll 1979). Carroll (1979) defines

discretionary responsibilities as responsibilities which the society does not expect a business to take on or expectations which do not fit in the other categories. It could also be unexpected actions that are not required for the business to perform but are done anyways through voluntary actions. The four categories make up the definition of social responsibility which according to Carroll (1979) are the expected responsibilities for company to perform.

Singh (2020) argues that social responsibility of a business is to create value for the stakeholders within the company and to increase profit from their shareholders. This view on value creation is very similar to the traditional views from entrepreneurship and how businesses were thought to be conducted, especially smaller companies. Traditionally, smaller companies would have been thought of as companies with less resources and therefore they would have focused on profit to sustain themselves (Sarango-Lalangui et al. 2018). However, some research shows that smaller companies have it easier to adapt to change and therefore are resilient to change and able to adapt to a changing market (Alonso and Bressan 2014).

Just like the concept of sustainability, CSR has no universal accepted definition and is still being discussed in literature (Crane et al. 2008, Singh 2020). According to Melé (2008) there has been over 25 different definitions of CSR in literature. Therefore, it is not surprising that there have been different opinions on how the CSR should be interpreted. SR through the conservative view, as mentioned earlier, focuses on creation of value to the shareholders and increase the profit for the investors and the company (Singh 2020). However, Carrolls (1979) definition, as mentioned earlier, goes in deeper into the different responsibilities and expectations society has on businesses such as for example, sustainability issues. Companies using CSR should primarily think of what the society needs and provide those goods or services. In other words, by showing that the company is responsible for their actions and choices regarding their production of goods or services, they can gain more customers and thereby create value for their stakeholders.

2.4 Triple Bottom Line (TBL)

The “Triple Bottom Line” (TBL) or as it is sometimes referred to as the three pillars of sustainability or the 3ps (Planet, People, Profit) where the planet (environment), people (social aspects) and profit (economics) should have equal importance (Seigel 2013). TBL is based upon CSR and the concept was first coined by John Elkington in 1994. TBL states that a company needs to be aware of all their actions and take responsibility of how they affect environmental and social aspects as an addition to the traditional focus on economics (Sarango-Lalangui et al. 2018). Instead of the traditional view in business where the bottom line refers to only profit, TBL has three bottom lines or as they are sometimes referred to as

the 3ps. There is more to businesses than to make a profit. For a long time, businesses have focused on narrow measurement of performance through the use of profit. A company should not prioritize one aspect over another but instead work with all of them equally to become sustainable (Singh 2020). However, even though the all the different aspects should hold equal importance, the environment is sometimes considered to be the highest priority due to the argument that without the environment, people cannot survive, and without the people there is no need for the economy.

TBL encourages business to think beyond the traditional linear model and business performance by focusing on more aspects than just profit (Elkington 1997). It also encourages organizations to use the socially responsible mindset. According to Zak (2015) TBL has two uses, the first is that TBL can be used as a measurement and a report of company performance. The second use is that TBL can help company's understand the values, problems, and processes so that the company can minimize the negative impacts and generate the positive effects such as increase profit and create social and environmental value (Zak 2015).

Poor implementation of CSR can generate negative publicity which can affect the company's image resulting in less turnover (Okanga and Groenewald 2017). If the environmental and social aspects are ignored by a company than they could lead to litigations or fines and thereby result in financial loss for the company. However, by applying TBL, a company could prevent those possibilities that may result in financial loss (Okanga and Groenewald 2017).

Some drawbacks of TBL are mainly that the aspects of planet and people are more difficult to measure compared to profit (Zak 2015). The author goes on to say that it is difficult to measure the full cost of for example, an oil-tanker spillage, the relocation of communities due to forest clearing operation or the usage of child labour is somewhat impossible to translate into monetary terms (Zak 2015). There are, however, some ways one could measure the environmental impacts through for example, emissions or usage of sustainable resources but the hardest thing to measure remains to be the social aspect (people). According to Zak (2015) different organizations or industries are unique to each other and therefore, it can prove to be quite difficult to quantify and compare the results. Elkington (1997) writes that some things are harder to measure but they are still measurable and in the future the ability to measure different aspects will evolve. Another drawback is that it is not a legal requirement for businesses to report about their CSR to any instance.

3. FORMER RESEARCH

Under this section the literature surrounding the topic is presented. In the first sub-section the topic of sustainability and the complexity of sustainability is discussed. The second sub-section the question of why not every business around the world is working with sustainability is discussed. In the third sub-section the topic of how and why businesses choose to become sustainable is discussed and in the fourth and last sub-section the relationship between MEs and sustainability is discussed, showing numbers of the impact the MEs have on the market and explains the attitude other researchers has found MEs to have towards sustainability.

3.1 The complexity of sustainability

Sustainability is a word used daily around the world and in many different contexts. While discussing sustainability in the context of tourism it is usually referred as sustainable development. The first general accepted definition of sustainable development came from the Bruntland Report in 1987. The Bruntland Report was also the first try to link economic and ecological aspects together (Andrews and Granath n.d) and thereby creating the rough base for what we know as sustainability through the three pillars of sustainability (Cantele and Zardini 2018). The three pillars of sustainability are, environment, social and economic. The report had achieved its goal, not only by producing a definition but also through introducing the concept to the world leaders, international organizations, academia, and other actors (Telfer 2013). Since the development of the first definition of sustainability, there has arisen many different definitions in different fields. Salas-Zapata and Ortiz-Muñoz (2018) brings up the issue in their paper and writes that there are many more than 80 different definitions of sustainability. Therefore, the concept of sustainability is often referred to as unclear and that it lacks a true definition, thereby no longer having the intended meaning of the word (Agyeiwaah 2019, Salas-Zapata and Ortiz-Muñoz 2018). Sustainability in one field may have a different meaning than in another. For example, sustainability in the ecological field may be defined as production of goods or services that do not compromise the carrying capacity of that system (KTH 2020) or serves a purpose of equilibrium in the ecosystem (Chang and Slaubaugh 2016). While the term sustainability in the economical field may be used as economic flow that does not compromise the natural or social capital (KTH 2020). These examples prove the point that sustainability has different meaning depending on how it is used.

Until the recent Covid19 pandemic tourism was referred to as a “leading and resilient economic sector” by the UNWTO (2020c). Although tourism has been growing steadily for the past decades (UNWTO 2020c), the tourism industry has also been evolving since the publication of the Bruntland report in the end of the 1980s (Hallenga-Brink and Brezet 2005). After the famous quote presented in the Bruntland report, tourism has developed into a more sustainable industry with new tourism options such as eco-tourism, nature tourism and green

tourism, among others. These forms of tourism present a gentle approach to tourism and seek to avoid disturbance of natural and social aspects of the destination and are sometimes also referred to sustainable tourism (Hallenga-Brink and Brezet 2005).

The Bruntland Report was the focus of the 1992 Earth Summit in Rio de Janeiro where Agenda 21 was developed (Telfer 2013, Andrews and Granath n.d.). The document "Agenda 21" was created for the purpose to function as an action plan for sustainable development in the 21st century. In 2015 the new Agenda 2030 was adopted with the 17 sustainable development goals (SDGs for short) at the core (UN n.d.). The SDGs are made up from 17 goals and 169 targets and the aim of the SDGs is to end poverty in the world, reduce inequalities and injustice, to promote peace and justice, and to solve the climate crisis (UN n.d, Globala målen n.d, Regeringskansliet n.d.). According to UN (n.d) the agenda 2030 is a blueprint for peace and prosperity for all people and the planet, now and in the future. Agenda 2030 and the SDG concepts have been incorporated into the Swedish system on a national level and there is intention for it to be integrate it to all aspects of society (Regeringen.se n.d.). However, the SDGs are not legally binding (Loukkola 2017, UN n.d.) which poses problems since there is no repercussions if the member state are unsuccessful integrating them into their society.

Although the SDGs are supposed to be viewed as an interconnected system they are sometimes separated for simplicity. Some goals are directly related to a business while other goals are indirectly affected and therefore some businesses focus on the goals that are directly related to that business. For example, if talking about a hotel business, the direct effects it has may be related to water consumption and energy consumption. However, according to the UN (n.d.) the goals are interconnected and if one goal is affected, it affects all the other goals in some way.

One problem with sustainability is that it is very complex. In a case study done in Mexico by Vargas-Hernández (2012) the author describes how the locals living nearby the lake and had traditionally used the lake to gather material for the construction of handcrafted products such as baskets or chairs. Problems arose when the nearby towns used this lake to dump their sewage. It became polluted by the nearby industries and agricultural activities (Vargas-Hernández 2012). To combat this problem the lake was chosen to host the Pan-American Olympic Games which meant that the lake had to be cleaned and cleared of the nearby vegetation. This meant that the valuable palm trees that was the main resource for the handcrafted products that the locals based their livelihood on decreased. The economic loss for those craftsmen that once based their income on the lake was decreasing due to the environmental changes and the rehabilitation of the lake. In this case the social aspects were

completely disregarded causing unsustainability when trying to improve sustainability. This once again shows how complex the topic of sustainability is.

Even when sustainability is being implemented it can lead to unsustainability due to many different factors. Another example is when a destination is deemed to be sustainable on a local scale but that does not mean that the tourism industry at the destination is sustainable. Transportation to a destination is one aspect that is usually overlooked by the destination managers (Moscardo and Murphy 2014). According to the authors Moscardo and Murphy (2014) sustainable tourism is not so sustainable. The authors point out that destinations forget to consider the whole tourism industry and focuses on specific details instead. In the article by Moscardo and Murphy (2014) the authors share an example of unsustainability occurring at the Great Barrier Reef. To reach the Great Barrier Reef tourists often have to use an airplane or a car which produce emissions. These actions are directly linked to climate change which in turn has been identified as the biggest threat for the Great Barrier Reef (Moscardo and Murphy 2014). Even though these actions are known to be a threat for the destination, it does not include the emissions from the transportation to the destination in their assessments.

3.2 Why are not all businesses sustainable?

According to Martín-Tapia et al. (2010) 70% of pollution and 60% of the carbon emissions by world industry are related to SMEs. This makes the SMEs environmental impacts higher than the total impact of large companies worldwide. These statements are not surprising since most companies (99%) worldwide are considered as MSMEs (Cantele and Zardini 2018, Meirelles et al. 2014, European Commission n.d.).

Much of the former research on companies' environmental impact has been conducted on larger companies and very few on smaller-sized companies (Martín-Tapia et al. 2010). MSMEs are usually clumped together as there is a lack of studies on the different sizes of the enterprises (Agyeiwaah 2019). Agyeiwaah (2019) argues that the use of the umbrella term of SMEs is wrongfully used since the size of the company correlates with different needs. In other words, a micro-sized company has different needs and possibilities than a small or medium-sized company. According to Bressan and Pedrini (2020) the micro and small-sized companies tend to be influenced by the owners personally. It may have something to do with the spirit of entrepreneurs and is the case for those entrepreneurs that do what they personally care about. These entrepreneurs may pursue an idea even if the decision does not lead to a financial gain but instead to fulfil their own vision. These so-called "lifestyle entrepreneurs" with a personal invested interest into their business are mainly found within small or micro-sized businesses within the tourism industry (Bressan and Pedrini 2020). This approach is taken by

entrepreneurs that do what they do for a reason other than making money. But not all entrepreneurs are lifestyle entrepreneurs. MEs, as mentioned earlier, usually tend to have a harder time due to lack of resources necessary for other operations such as the implementation of sustainability (Bressan and Pedrini 2020, Al Mamun et al. 2018, Mikušová 2017, Martín-Tapia et al. 2010). Therefore, some entrepreneurs focus on surviving rather than implementing sustainability to their company. According to research done by Mikušová (2017) do small-sized business owners see the potential of using sustainability to create profit while acknowledging the environmental and social improvements. However, due to the risks and costs associated with sustainability, smaller businesses tend to prefer short-term gain over long term investments. Even though sustainability may be seen as a long-term investment, the small businesses are sometimes willing to engage and invest in those activities to a somewhat degree but expect economic benefits in return (Mikušová 2017). In poor countries the option to “go green” may not even be possible as their primary needs may be acquiring enough income to satisfy their basic human needs.

3.3 The process towards a sustainable enterprise

A business or enterprise usually experience three stages depending on how they want to integrate sustainability into their company (Kimbrow 2013). According to Kimbro (2013) the first step is “compliance” which refers to the bare minimal the company needs to do, to meet governmental or industrial regulations. During the second stage the “cost avoidance phase” the company realizes and starts to appreciate the benefits of prevention and thereby move towards a new mindset of “investing to save”. In the investing to save phase future uncertain environmental costs are anticipated and by the anticipation the cost may be avoided (Kimbrow 2013). The third step is called “the strategic approach”, this mindset requires the company to think forward into the future and thereby recognize the investment into environmental solutions which could prove to be beneficial and create new value for the company.

According to Galpin et al. (2015) creation of a culture of sustainability within a business can benefit and improve companies’ performance and it also could increase the organizations profits with up to 38%. In other words, a company’s association with sustainability may see increase in profits. One reason could be due to that the customer behaviours has changed, and they are now searching for sustainable products. In USA about 50% of the consumers are choosing brands or stores based on sustainability factors and 20% of the consumers are “sustainability-driven” (Galpin et al. 2015, Hespenheide et al. 2010).

Companies worldwide implement environmental and sustainability solutions into their companies for different reasons. Some companies do it for the reasons mentioned above, to

comply with the regulations in their country, others for the reason to meet the needs of the future and some to improve their image to the outside world (Kimbrow 2013). Whatever the reason, Kimbro (2013) argues that companies need to recognize the benefits generated by a sustainable approach in the business. By using a sustainable approach or a model, the company can benefit through savings in resource usage (for example, electricity, waste management, water use, etc.), revenues and increase the sales due to the positive image from the sustainable approaches presented above (Kimbrow 2013).

Sustainability could be seen as a tool for companies to increase their profits, however, if the implementations are not done correctly, the company actions may risk being labelled as a marketing trick or “greenwashing” (Galpin et al. 2015). According to Galpin et al. (2015) the mission statement of the company helps to define how the company wants to be perceived and it may help the company set itself apart from other competitors on the market. While the firm’s values are guidelines and goals for how the organization and its employees should think and act. The mission statement and the values are vital components that are able to show the stakeholders and the public what the company’s true intentions are and is a contributing factor to the outcomes that may benefit the business (Galpin et al. 2015).

3.4 Micro-sized enterprises and sustainability

The definition presented by EU (European Commission 2020), states that MEs are extremely small companies with an employee count of less than 10 people and with a yearly turnover of less than 2 million Euros (or 20 million SEK) (See Table 1). 99% of the companies in the world are classified as micro, small and medium-sized enterprises (MSMEs) (Meirelles et al. 2014), and the same number applies for the companies in Europe (European Commission 2020, Tillväxtverket 2020, Cantele and Zardini 2018). The MSMEs are the main source of employment in Europe and accounting for 2/3 (approximately 66 %) of the jobs in the European Union, which also means that the MSMEs have an impact on the European economy (Meirelles et al. 2014). The MEs account for about 93% of the European businesses (almost 20 million companies), while approximately 6% are considered as small-sized, 1% is considered as medium-sized and the large firms account for less than 1% in the European union (Russo and Tencati 2009). According to Hellenga-Brink and Brezet (2005), MEs in the catering and hotel sector in Europe account for 94.4%. The sheer number of MEs in the EU and the world possess an opportunity for societal change towards sustainability.

In the year of 2005, the emissions by the tourism industries were accounting for 5% of the global emissions (Sardianou et al. 2016, Gössling 2015). Once investigating the 5% of the global emissions even further, it shows that the accommodation sector was responsible for

20% of the carbon dioxide emissions and in a “business as usual” scenario it is estimated that the emissions from the accommodation sector will increase to 130% by 2035 (Sardianou et al. 2016). Therefore, it is crucial for businesses in the hospitality sector to start thinking and implementing sustainability into their businesses.

A study by Meirelles et al (2014) was conducted in Brazil to investigate the view of micro, small and medium-sized companies on the concept of sustainability. In the study the survey was made from 8 concepts that the companies then could rank or choose that they felt was most relevant for their company in terms of sustainability. The following concepts were included in the survey: Environment, Costs, Production, Productivity, Social development, Employee welfare, Profit and Market stability. The study by Meirelles et al. (2014) shows that most of the companies in the study chose “cost” as the most relevant for the company’s sustainability, and not the environment. As mentioned earlier, the definitions of sustainability have a huge impact on how companies perceive the question and may therefore, have altered the response unconsciously. According to the study by Meirelles et al. (2014) the social and environmental aspects have no importance to the companies to become sustainable. A contrasting view is presented by Galpin et al. (2015) where most of the participants in that study answered that the social and environmental aspects were important while less than 4% of the business leaders that partook in that survey answered that social and environmental responsibility was a “waste of time and money”. Meirelles et al. (2014) go on to say that their conclusion is that the participants in the study understand the concept of sustainability, but some chose consciously to plan for short term instead of long-term. Even though the companies understand what sustainability is, the majority chose not to implement sustainability into their companies. This argument is in line with the traditional view of corporate responsibility where the first priority of a company is to generate profit for the stockholders of the company (Singh 2020).

In literature, smaller businesses are often painted to have a harder time implementing sustainability due to their size and resources (Sarango-Lalangui et al. 2018), however, studies have shown that smaller businesses are able to implement sustainability into their business (Agyeiwaah 2019). MEs are able to implement sustainable solutions, especially those that relate to energy usage and waste management. According to Russo and Tencati (2009) MEs tend to make their company responsible in the eyes of the community and thereby create a more personal relationship with their community in order to secure their ability to operate within the public space (Kimbrow 2013). According to Cantele and Zardini (2018) research has shown that social responsibility often is linked to success for the business. This could mean that businesses that are not socially responsible may try to adopt the approach even if it is only for the profit gains (Cantele and Zardini 2018). In a study from Yorkshire Dales National Park the

researcher found that small-sized businesses were trying to implement sustainability practices into their business. About half of the owners sold eco-friendly supplies in their stores, recycled different types of waste, reduce the energy usage, and informed the public about local areas and how they could help protect them (Horobin and Long 1996). Smaller family operated businesses also tend to focus on their reputation since it is a direct representation of their family and by adopting new ways of dealing with social issues the company image is not associated with something negative (Yáñez-Araque et al. 2021). This example provides a view of a lifestyle entrepreneur where the focus is not directly associated with profit but instead the focus lies on the upholding of the company image and family name. MEs are vastly different from the other company sizes and therefore have different approaches towards CSR. According to Russo and Tencati (2009) MEs are at a higher risk of economic loss if they fail to adopt CSR because they have a higher need to secure their relationship with the community to survive. Larger companies do not need to rely on the community as much due to often having a larger market.

4. DEFINITIONS

The definition for micro, small and medium-sized enterprises is based on two factors. The first is the number employees in the company and the second is turnover or balance sheet total (See table 1). In the case of MEs, the definition of Liu and Cheng (2018) is used which defines MEs having up to 10 full-time employees.

Table 1: Classification of business type.

Describes the definition of MSMEs and the requirements for a business to be classified as a micro, small or medium-sized enterprise. The definition depends on two factors: staff headcount (employees) and the total turnover or balance sheet total per year (European Commission 2020).

Company Category	Staff headcount	Turnover or	Balance sheet total
Medium-sized	< 250	≤ € 50 m	≤ € 43 m
Small	< 50	≤ € 10 m	≤ € 10 m
Micro	< 10	≤ € 2 m	≤ € 2 m

Within the destination, tourism companies are specialized or niched in different areas, and are different areas are for the purpose of clarity defined as sectors in this study. For example, some businesses focus solely on accommodation while others work within the food industry, such as restaurants or cafés. A hybrid in this study is a business that could belong to either of

the accommodation or restaurant sectors such as, B&Bs for example, who can provide the tourist with both accommodations and/or function as a restaurant.

The sectors could technically be considered as different “cases”, however, to keep it simple, “case” in this study refers to the micro-enterprises on the island of Gotland which make up a small part of the larger context of tourism.

5. METHODOLOGY

In this study a deductive research study based on CSR theory was conducted using a qualitative approach to answer the research questions. This study applies the case study design to understand how the different businesses within the different tourism sectors on Gotland perceived sustainability. This research will examine if the answers differ depending on company types. Through understanding the correlation or the lack of it, this study may be helpful for the future research in the behaviour field of sustainable destination development.

This study aims to understand the complexity of socio-economic sustainability in the sense of how MEs on Gotland integrate sustainability into their businesses and how the businesses perceive the concept of sustainability. Therefore, the data collection for this study does not require any measurable data in the sense of number but rather opinions, for that reason the qualitative approach was chosen through the use of semi-structured interviews. The semi-structured interviews approach was chosen since it helps provide more detailed vision of the case. The qualitative approach focuses on words and is usually paired up with the inductive approach to generate new theories (Bryman 2015). However, according to Bryman (2015), qualitative research can be used to test theories as well. Another reason why the qualitative approach fits this research is that the approach seeks new knowledge from the interviewed individuals by focusing on how they interoperate reality (Bryman 2015) and goes more in-depth into the subject when parried up with the case study approach (Massis and Kotlar 2014).

5.1 Research design

Due to there being many sectors within a destination and together these sectors make up the tourism industry, it is important to understand what the opinions of the MEs are and if they differ depending on which sector the businesses belong to. To do so, it is important to select a research design that will guide the study into the right direction. Since this research is focusing on how the MEs on Gotland perceive sustainability rather than how many companies are using it, a quantitative approach would produce the wrong type of data for this study. However, this study could theoretically apply the quantitative approach as well and thereby use a mixed

methods approach to gather data both the perceptiveness of the companies but also numeric data to show how many of the companies are working towards sustainability and in what way (Bryman 2015).

A mixed methods approach would also been a viable way to approach this study since it is a use of both quantitative and qualitative data. The mixed methods approach could thereby strengthen the evidence and arguments for the case (Bryman 2015). While a mixed methods approach would be applicable to the study, due to time restrictions and the aim behind the study, it is deemed unnecessary. Furthermore, the aim for this study is not designed in such a way that it needs a quantitative data to answer the research questions. Another reason why the quantitative approach is discarded is due to the number of participants that would have been needed for the surveys. A larger number of responds are needed to get a good sampling size for a survey to be able to represent the reality, while semi-structured interviews require only a few participants (Bryman 2015) and due to the Covid19 pandemic it could prove to be a challenge to gather the data for the surveys. By choosing the qualitative approach the study is not dependent on finding participants for a quantitative representation, but instead focuses on a few representatives providing with qualitative information.

The comparative design may seem to be a natural selection for a study as this one, as the focus is to understand if there are differences in opinions. Bryman (2015) mentions that the comparative design is used to compare two or more “cases” to each other and since this study mainly focuses on one case, the MEs of Gotland, the comparative design is therefore deemed unsuitable for this study. Furthermore, the comparative design is mainly used in the medical field to study differences between groups and it usually takes an inductive approach. With a quantitative method the comparative design is usually used to develop new theories rather than test already existing. However, as Bryman (2015) points out, it could be used in a more unorthodox way to test theories as well through a qualitative methods approach.

This study is meant to represent a smaller part of a larger context, the case study design is deemed to fits the study better. Case study design was chosen since it fits the research purpose the best and as Massis and Kotlar (2014), point out, it is a relevant method in organization and management research. A case study method explores a smaller part of a larger context, in more detail (Rashid et al. 2019, Bryman 2015, Massis and Kotlar 2014, Zainal 2007). In this study, the smaller parts refer to the MEs of a bigger tourism industry. The case study method is the most used method in academia (Rashid et al. 2019) and it is an increasingly popular method by researchers that are doing qualitative research (Hyett et al. 2014). When there is no data for a case, a single-case design can be used, however, if there

is a lack of research in the area, the single-case design may fail to provide with enough evidence to be able to generalize the finding (Zainal 2007). Zainal (2007) writes however, that there is a way to overcome this, mainly by triangulate the study with other methods and thereby confirm the validity of the study.

5.2 Sampling data

The first criteria for sampling of companies were that the companies had to be within the tourism industry on Gotland. Secondly, the companies had to have less than 10 full time employees (Liu and Cheng 2018) or a turnover of less than 20 million SEK as the definition by UN for MEs was used (See table 1). The third criteria for sampling were that the companies had to be within one of the following hospitality sectors: accommodations, restaurants/cafés, or a hybrid of those two sectors, such as B&Bs for example.

5.3 Data collection

Semi-structured interviews were used for data collection during the 7 interviews and the length of the interviews varied between 30 min – 1 hour. The questionnaire contained 14 main questions with some of the questions having up to 3 follow up questions (see Appendix 1). The questionnaire was created in both English and Swedish since the participants were expected to know one of these two languages. Although some words lose some of their meanings once translated, the translations were made to still retain its original interpretation so that the answers would not be affected.

A journal was kept throughout the interviews where thoughts about every interview was written down afterwards to clarify why some questions were skipped, left out or slightly changed. To find participants for the study, a snowball method was used where the first two participants were asked an additional final question if they knew someone that might be interested in participating in the study. This resulted in a few new opportunities to gather data. Region Gotland was contacted for initial participants. In turn Region Gotland referred to Gotlands förenade besöksnäring and the tourist bureau. The tourist bureau referred to their webpage (www.gotland.com) where they have a database on companies within the accommodation sector and the restaurant sector as well as the hybrids. In the email from Gotlands förenade besöksnäring and the tourist bureau they added a list of potential businesses that perhaps could be able to participate. The list of potential candidates was then used as a first attempt to gather data for the study. From www.gotland.com contact information was gathered and the participants were then contacted about the interviews through email. 15 businesses were contacted for an interview and 8 answered the initial email. From those 8 businesses, 7 agreed to participate in an interview (See Table 2).

Table 2: Participants in the study.

This table shows what type of tourism businesses that were interviewed for the study and the number of businesses containing in the business type category. It also shows what business type is associated with which participant number.

Business type	Number	Participant number
Restaurant	1	1
B&B	2	2 & 3
Hotel & restaurant	3	4, 5 & 6
Hotel	1	7
		Total: 7

The data was collected through semi-structured interviews where the intent of the questions was to get the participants to open up and speak more freely about their experience with sustainability in their company. The interviews were transcribed on an online service platform called "otranscribe.com". The transcripts were processed, and a thematic analysis was performed by coding relevant words, phrases, sentences, or sections in the transcripts. Words such as *challenges*, *difficulty*, *importance*, *ethics*, *personal*, *advantage*, *market*, *Covid19*, *sustainability*, *implementation*, *customers*, and *profit* were used to code the transcripts (See Table 3). These codes were then put into sub themes and later into categories/themes. The themes were named *reasons*, *priorities*, *challenges*, and *possibilities/opportunities*. The different participants were given numbers depending within which business type they belong to (see Table 2) and the answers from the participants are presented in the result sections of the paper.

Table 3: The thematic analysis.

This table shows the codes, sub themes and themes that were extracted from the seven interviews during the thematic analysis.

Codes	Sub themes	Themes
Importance Sustainability		Priorities
Implementation Profit Ethics Personal Advantage Market	Why do people work with sustainability? Values	Reasons
Struggles Difficulties Problems		Challenges
Customers Covid19 Crisis	Future	Possibilities/Opportunities

5.4 Ethics

The people that were interviewed in this study were treated with confidentiality, so that they could speak freely without fearing that the things they would say could be linked back to them or harm them or their business in any way. The participants were informed about the confidentiality that would apply, before the interview had started. To ensure the confidentiality of the participants, the data that was collected was presented in a way that the participants were not able to be identified by others (Bryman 2015). To keep their identity confidential the participants were given numbers instead of names. For example, the first participant was called "Interviewee 1" etc. The only one that knows who the participants are is the author of this paper. The interviews were done on Zoom and before recording the interviews, the participants were asked if they would give their consent to being recorded and if they were fine with the usage of the collected data for a publication.

The participants were also given the option to skip a question or to stop the interview at any point in time for any reason. This approach provided the participants with a sense of control over the interview and built a trusting relationship between the interviewee and the interviewer. By talking to the participant from time to time during the interview, the interviewer was able to confirm if the answer from the respondent was interpreted correctly. Thereby giving them a second chance to explain if there were to arise any misunderstandings. This way the intended point that the participant was making came across and were understood by the interviewer.

Regarding sensitive questions such as employees and income was being asked since the study depends on knowing the classification of the company. Questions such as if the business has a yearly income over 2 million Euro (20 million SEK) or more than 10 employees was

asked. Before asking the question, an explanation was provided to the participants on the reasoning behind the questions. According to Bryman (2015) these sorts of personal question are usually the kind of questions that are refused to be answered since they enter the personal realm and thereby become more sensitive. However, by asking the questions in a certain way such as for example, does your company have a yearly turnover between 0 and 20 million SEK? The respondent could easily answer with a yes or no to the question thereby eliminating the need to go into the specifics and making the participants uncomfortable.

As mentioned earlier, a journal was kept during the interviews to be able to reflect on the interview afterwards on how the questions were asked and if some questions were skipped, changed, left out and if some thoughts would suddenly appear regarding the interview. The journal contained the interviewer's thoughts about changes that could be made or reasons why the interview was slightly different from the previous once. In one of the interviews the questions had to be altered because the respondent answered that they did not have any employees in their business. This made questions such as the importance of company culture unnecessary due to the respondent already answering the first question about how important sustainability is in their daily practices and since they did not have any employees the question was left out. The same problem was discovered when the participants answered that they did not work with the SDGs.

6. RESULT

Each theme contains multiple answers by different number of participants. Some participants did not answer all the questions and are therefore not represented in those, while other participants gave multiple answers to a question.

Under the theme "reasons" the participants reasons for working with sustainability in their business are presented. Under the theme "priorities" the answers that relate to prioritization of businesses shows the importance of sustainability in their business. Under the theme "challenges" the participants opinions about what makes working with sustainability difficult or challenging, and under the theme "possibilities/opportunities" the opportunities of the Covid19 pandemic challenges are presented.

6.1 Reasons

When the participants were asked about why they chose to work with sustainability three of the participants said it was due to ethical reasons. Participant 2 replied, "makes us feel more ethically. That we need to do it and because we feel the responsibility towards the planet, other

people, and other creatures. We do it for the future”. Three participants also answered that it was because of their lifestyle.

Two participants saw sustainability as important and a winning concept for economic gain and two participants answered for pure economic reasons. Two participants answered that the market advantage sustainability brought to their business was a reason. Participant 6 said, “We do it to make money, that is the main reason”. Only one of the participants mentioned that they worked with sustainability due to environmental reasons.

6.2 Priorities

Three of the participants answered that survival of the business is prioritized higher than sustainability. Some of the participants said that if the business is at the brink of bankruptcy, sustainability would not be an important aspect to consider. Another participant said that during the ongoing Covid19 pandemic the business is trying to survive and therefore less efforts have been put into solving sustainability issues. Participant 1 said, “it is not that it is not important, but I think that you have to look at it in a way comparing to your daily operation, how much time you can give it or how much effort you can give it. “

Three participants said that they prioritized ethical values over anything else. All three of the participants 2, 3 and 7 said in the interviews, “we are lifestyle entrepreneurs” and participant 2 went on to say, “and we want to live and think sustainable”. Participant 3 also replied that the economical aspect was important to consider as well.

Three businesses answered that economical sustainability was their priority. Participant 6 said, “if we can afford it, then we chose environmentally friendly and sustainable options”.

The question about importance was phrased so that the participants were able to give a number of how important they thought sustainability was to them and their business. Not all the participants gave a number between 0 – 10 but those who did said above 5 (See Table 4).

Table 4: The average importance level.

The table shows the answers of the participants from the question of how important sustainability is to their business in their daily practices.

Participant number	Answer (between 0 – 10)
1	5 – 6 (5.5)
2	8
5	10
6	7
7	8
Total: 5	Average: 7.7

The importance level was calculated by adding all the answers together and then dividing them by the number of participants (See Figure 1).

$$\frac{5.5 + 8 + 10 + 8 + 7}{5} = 7.7$$

Figure 2: The average importance level of sustainability.

Shows the calculated average of the participants importance perception level of sustainability in their daily practices. The figure shows the five answers from the participants that chose to answer in the study.

6.3 Challenges

During the interviews, the participants were asked about challenges that they had experienced in their business. The participants pointed out many different challenges when working with sustainability. Challenges such as, time, cost, resource issues and the complexity of sustainability. Some participants said in the interviews that customers had an overall low interest if the food or products were sustainable. Participant 4 said, “unfortunately too little, the interest from the consumer is too small”. Participant 1 said, “it is very rare. less than 5 people in a season”. Participant 6 said, “for some of the customers it is important to know where the products come from. I wish more would feel the same way. When the guests get their wine, they forget to ask questions”. However, participant 5 said, “the guests seek sustainable products” and “the average customer is in fact interested if the business is sustainable”.

Another challenge that was discussed is the lack of platforms or networks between like-minded businesses. The majority of the businesses expressed the need for a platform or network that could bring them closer together with other businesses. Due to lack of such networks many of

the participants said that they were involved in starting up a network or joining a project that would provide the same effect.

Two participants pointed out that sustainability is time consuming and was therefore a challenge for the business. Participant 6 said that “we do not have the time to go into every detail when finding products. It takes time to explore the options and it costs much”. Participant 5 said, “it takes more time” but the participant did not see time as an issue.

Three participants said that cost was a challenge for the business when working with sustainability. One participant pointed out that sustainable products cost more while another participant pointed out that while the sustainable product costs more, the business has the possibility to charge more for the product and thereby even out the outcome and income.

Three participants mentioned that small businesses did not have the means or resources to tackle sustainability issues.

Three participants said that it was hard to understand sustainability due to its complexity. Some pointed out that it could have something to do with how much knowledge they have or the lack of it.

6.4 Possibilities /Opportunities

Four of the participants said that sustainability had provided them with market advantages, as by marketing the businesses sustainably has allowed them to it became more attractive to the visitors. Two participants said that sustainability is long-term and there is no endgame, therefore the business does not have to be perfect from the start but instead it is important to have these long-term goals for the future. Participant 6 said in the interview “sometimes to become long-term sustainable, certain aspects of sustainability has to be put aside.”

When the participants were asked about if there were any opportunities presented to them during the Covid19 pandemic, five of the seven participants answered that they saw a new market open. Before the pandemic, the visitors they had encountered were mainly foreigners while during the pandemic, due to travel restrictions between countries, more domestic visitors were starting to visit their businesses. One participant said, “This year I think that most visitors will come from Sweden or people already living in Sweden”.

Two of the participants pointed out that due to the Covid19 pandemic the tourist season was being prolonged. “The season last year was prolonged,” said one participant.

Three participants said that the Covid19 pandemic also gave them the opportunity to think more about sustainability and to introduce and implement improvements to their business in order to make it more sustainable. Another participant said that it also gave them the opportunity to seek education while the business was closed.

7. DISCUSSION

The result indicate that sustainability is perceived as something positive overall by the participants in the study. However, when working with sustainability some participants experienced sustainability as demanding due to the time and cost investment required. The participants also pointed out that the lack of resources (such as time, money, and knowledge) was limiting their pursuit of sustainability (Bressan and Pedrini 2020, Al Mamun et al. 2018, Mikušová 2017, Martín-Tapia et al. 2010). Nonetheless, the results also indicate that sustainability is important for the MEs within the tourism industry on Gotland. The evidence suggests there to be two different camps of entrepreneurs. On one hand the results indicate that some entrepreneurs are working with sustainability for business purposes (Galpin et al. 2015) while others choose to work with sustainability for ethical reasons (Bressan and Pedrini 2020). Even though both kinds of entrepreneurs see benefits from working with sustainability, the reasons they choose to do it differs (Kimbrow 2013).

In this study it is evident that the MEs of Gotland do find sustainability important. However, sustainability is a complex topic which requires a lot of knowledge to be fully understood. The majority of the participants in the study were relatively educated in the field of sustainability due to having worked with sustainability in a previous job, studied sustainability or are involved in different sustainability projects. Nonetheless, the participants in the study acknowledged the fact that sustainability is at times confusing and difficult to understand.

The participants in the study mentioned several challenges during the interviews which coincides with the previous mentioned statement that MEs tend to have less resources such as, time, money, and knowledge, among other things, to deal with issues such as sustainability (Bressan and Pedrini 2020, Al Mamun et al. 2018, Mikušová 2017, Martín-Tapia et al. 2010). However, one reason to them coinciding might be due to the ongoing Covid19 pandemic which has affected the businesses quite heavily in different ways. The effects of the Covid19 pandemic are discussed further down in the paper. Nonetheless, the results of the study tend to point towards MEs having a resource problem to deal with issues such as sustainability. The most frequent answer to challenges for the business to implement sustainability into their

business was time and cost. According to some participants, MEs in general are not able to employ someone to help them out with their implementations of sustainability and are instead forced to find the knowledge themselves. While at the same time trying to run a business the time element becomes a challenging factor. One participant said that they what they can with the resources they have to improve sustainability within their business. Few participants mentioned that finding products for their business was time consuming and costly as they had to invest much time to research different products to see which once are sustainable or have a less of an impact on the environment. The search for sustainable products becomes even more complex when big distributors buy the goods from Gotland and ship them to the mainland where they then are stored and sold back to the island. Participant 6 said that it should be cheaper to buy from the local farmer than to order from a distributor on the mainland. However, according to the participant it is not the case. The distributors are able to get a discount for buying large quantities. This problem is similar to the one presented further up in the paper by Moscardo and Murphy (2014) about the Great Barrier Reef, which discusses hidden factors that may be deem some actions as unsustainable even if they at first may seem as sustainable.

Another problem that participant 1 brought up was that there are many producers of different products, but they are often overpriced. The participant went on to say that their business would not survive more than a few months if they would change to buying local products due to the price. This could be the price the local businesses have to pay as Gotland as a destination has made itself into a brand of high standard and its products of high quality, or at least so in the eyes of the rest of the country.

When the participants were asked about if the government could help in some way the majority of the answers were negatively charged. Some participants indicated that the government (municipality in this case) does not acknowledge the MEs on the island while others said that the municipality works slower and thereby are not of any help. According to one participant, it takes much more time for the municipality to assist in a matter while the MEs are light-footed and are constantly on the move. For the municipality to be of any assistance the governmental mentality must change. Some participants said that they would like to see the municipality having a coach (energy or sustainability coach) that is involved with sustainability issues, help in the creation of networks and someone that could help out MEs on the island by pointing out changes the MEs could do whilst taking inconsideration their limited resources. However, most of the participants in question also mentioned that they had not sought out help from the municipality. Nonetheless, this indicates that the relationship between the MEs and the municipality is uneasy on the island of Gotland.

7.1 The link between the themes

Patterns emerged pointing towards that the priorities of the participants were dictated by their initial reasons to work with sustainability and how they chose to incorporate sustainability into their business. The priorities are however affected by unforeseen problems or challenges that may emerge from events such as the Covid19 pandemic and thereby changing the businesses priorities. From the challenges arises new possibilities and opportunities to adapt or change the business (See Figure 2).

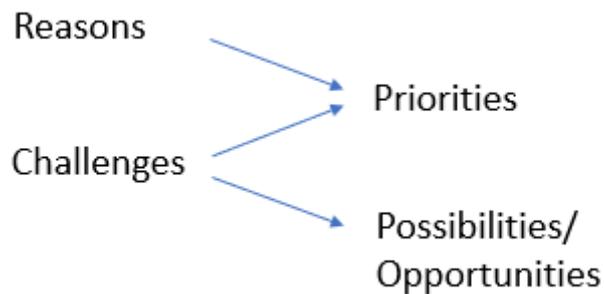


Figure 2: The links between the themes.

The model describes the relationship between the different themes.

The “reasons” affect the priorities as the model in Figure 1 shows. When the participants were asked why they chose to work with sustainability the answer reflected the priorities the business owner had. For example, participant 6 said, “we do it for the money” and their priorities were later shown when they said, “if the business is at the brink of bankruptcy, sustainability would not be an important aspect to consider”. While participant 2 said, “we do it for ethical reasons” and then went on to say, “we do not do it for the money”. These two examples showcase the link between the two themes “reasons” and “priorities”. The main reason to why a business chose to work with sustainability can be linked to the business priorities. Another interesting point to make about the businesses that answered that the money was the main reason for the business, may risk being labelled as using a marketing trick or “greenwashing” (Galpin et al. 2015). While the businesses that answered that they do not do it for the money may gain sympathies from the society and thereby gain a market advantage (Galpin et al. 2015).

The theme “priorities” is also affected by “challenges”. When a business is met by a challenge such as the Covid19 pandemic the priorities may change. One participant said, “focus was more on how to survive financially in the business.” Another participant said that they had no time to think about sustainability whilst starting the company and are delayed by one year because of the pandemic. They said, “We are trying to implement sustainability now instead”. Other challenges that were mentioned on multiple occasions by different participants was time

and cost. Some participants expressed that to find sustainable products take a lot of time and costs more. As a result, some participants chose products which were less sustainable due to the cost of time and money. This study shows similarities to the study done by Meirelles et al. (2014) which indicated that most of the companies chose “cost” as the most relevant for the company’s sustainability, and not the environment.

From challenges new possibilities and opportunities arise. As mentioned earlier some participants saw a new possibility to expand into a new market thanks to the Covid19 pandemic. Participant 4 was able to pursue education during the pandemic due to the business being closed and because of that said, “I think that after the pandemic we will come out as a better business in every aspect”.

7.2 Importance of sustainability

All of the participants in the study thought that sustainability was important to some degree. The answers and the importance of sustainability differed depending on the business, the knowledge the participant bestowed and reasons to why they had implemented sustainability into their business. As figure 1 shows the average business in this study rates sustainability high. The reason this number is high could have something to do with the reasons the company chose to work with sustainability, as the model in figure 2 suggests. The reasons and priorities are linked and no matter what the main reason to work with sustainability is, the businesses may have seen a lucrative way to satisfy their needs, be it for profit reasons or ethical reasons. The former argument complies with the argument that Kimbro (2013) gives, no matter the reason to implement and work with sustainability, there are benefits generated by using a sustainable approach in a business.

Participant 3 replied, “sustainability is a winning concept for economic gain”. Nonetheless, during the interviews 4/7 of the participants (4, 5, 6 and 7) replied that they were not working toward any sustainability goals, such as the SDGs yet, as they were still trying to decide within their communities how to implement those into their business or if they should use them at all. Participant 6 said, “as a small business owner, it is nice not to have think about the SDGs”. The participant went on to say, “the goals are less important than actually working with sustainability”. The remaining participants (1, 2 and 3) said that they were trying to base their sustainability work on the SDGs whenever they could. This number could have been different if there was some regulations in place for the different businesses. However, the problem still remains that there are no legal requirements for sustainability or the SDGs as for now (Loukkola 2017, UN n.d.). Participant 5 said that during the construction of their facility they chose to add extra sewage pipes as to plan for the future. According to the participant there is

no requirement to separate black water from greywater at this moment but could become a requirement in the future. To save themselves some money and time they planned ahead for the future. This could be argued as thinking sustainable as in the future there may arise some regulations to businesses that are not present today. It also aligns with the third stage of Kimbros (2013), implementation processes of sustainability into a business with the “the strategic approach”.

7.3 The relationship between CSR and MEs

From the interview data no conclusion can be made if businesses apply CSR or TBL in their business. This is based on the answers that were given during the interviews where some participants indicated to have a traditional economic view while other participants indicated to have a more socially sustainable view. 3/7 participants indicated that the main priority of the business was to make profit, aligning with the traditional economic view, while 3/7 of the participants said that it was for sustainability purposes. However, not enough information is currently available to make any assumptions concluding or disproving if CSR or TBL is an influencing factor in the business’s operations. The data collected from the interviews show that the society is a huge influencer for most of the businesses in the study. Just like CSR suggests that society has certain expectations on the businesses (Wood 1991), the data from the interviews show that the businesses in the study do take that into consideration and are for the most part able to offer the society the goods or services the society wants. However, data in the study shows a mismatch in the societal expectations as some of the businesses see a very low interest by the public about if their goods or services are sustainability or not. As presented in the result section, very few of the businesses saw a public interest about sustainability and only few asked about where the food came from. However, some data suggests the contrary that the visitors do care about where the food comes from and how sustainable the business is. It could be that the business that experienced that the visitors who cared about sustainability issues are people that are engaged in similar behaviours at home. According to Chang and Slaubaugh (2016), education and knowledge play an important role in people’s attitude towards sustainability.

7.4 The effects and possibilities of the Covid19 pandemic

In attempts to find participants for the study, one potential participant emailed and explained that they had no time for an interview because all the time and energy they had was going towards saving their business. This response refers to the effects of the Covid19 pandemic that was ravaging the tourism industry at the time of the data collection. The businesses that were interviewed also spoke of the effects that the Covid19 pandemic had had on their business. Many saw a decline in guests at first but as the summer went by, they experienced

a better outcome than first predicted. According to some participants the pandemic changed what kind of guests that would visit the island. Instead of having the majority of guest coming from abroad, the MEs on Gotland experienced many more Swedish visitors instead. A new phenomenon called “staycation” (hemester in Swedish) where people spent their vacation close to home. Participant 6 said “due to the staycation phenomena we were able to get many guests. We doubled our turnover compared to the previous owner even though we did not host any concerts or conferences and it was during a pandemic”. Some participant suggested that this could potentially have broadened their market in a way as they had around 50% of foreign visitors before the pandemic and during the pandemic, they had close to none. The foreign visitors had been replaced with Swedish visitors instead. During the interviews participant 7 stated that it is not likely for the market to go back to as it was previous to the pandemic. The participant stated that it is more likely for the market to change a bit and the 40-50% of the foreign visitors that was the normal in the pre-pandemic era, might decrease ta 20-25% instead. Only time will tell if these predictions become reality or not.

The Covid19 pandemic also presents new possibilities or opportunities for the businesses such as implementing or improving sustainability into their business. Many of the businesses has been closed for certain periods of time during the pandemic in Sweden, it has also provided the business owners an ample time to seek education or improve their business by making it more sustainable. Participant 7 said that their planned renovation project aligned with the pandemic giving the owners to focus more on the renovation of the facility and thereby giving them the opportunity to make it even more detailed and thought over than initially intended.

8. RESTRICTIONS AND LIMITATIONS

The initial idea for this study was to investigate the whole tourism industry on Gotland, but due to time restrictions and the ability to find participants the idea was narrowed down to focus on the hospitality sector on Gotland. Since there are too few medium and large-sized enterprises on the island of Gotland, they were not examined in this study and to narrow down the research even further, the small-sized enterprises were also excluded from the study. One reason to exclude the small and medium-sized enterprises (SMEs) was because there is a fair number of studies published about SMEs while there is a very limited amount of published literature on MEs. Therefore, the focus of the study became the MEs, and more specific, the hospitality sector within the tourism industry on Gotland because the hotel and restaurant business types dominate the tourism industry in Sweden (Tillväxtverket 2015).

One limiting factor to this study is the number of participants. A better result could have been produced by including additional participants. However, due to time restrictions, lack of response by the initially inquired businesses and the Covid19 pandemic, it was not manageable. Nonetheless, this study still managed to produce an indication of how MEs perceive sustainability on Gotland. This study should not be interpreted as a general representation of MEs of Gotland as the MEs in the study were from a specific sector of the tourism industry and thereby does not represent the MEs perception as a whole for the tourism industry of Gotland. As stated earlier, this case study aims to show a small piece of a larger context.

A challenge that was constantly present during the interviews was the limitation of time the participants had. Most of the participants asked how long the interview were going to take and seemed to be in a hurry. Although this was a known fact from previous studies found in literature, it was still a challenge to manage time and prioritise questions to gain as much knowledge as effective as possible on the topic. This was dealt with through narrowing down the questions and sometimes even skipping some questions. Another challenge emerged when participants chose to talk about unrelated topics. However interesting, it was difficult to ask them to return to the topic sometimes.

During the interviews, a fair share of technical issues and challenges arose as well. To prevent the problems, a backup computer was used for the first four interviews until it was sorted. One participant also had trouble to connect to the program Zoom where the interviews were held. Zoom was chosen because of the ability to send out an invite to different people and the platform do not require the participant to download any program for them to use it. It was also chosen due to the ability to record the conversations on the platform. However, during that particular interview, the participant was not able to connect and thereby the interview was not recorded. The problem was solved by having a telephone interview instead. That posed new problems as there was no possibility to record the interview and the interviewer had to manually type the answers during the interview. The result of the interview was that some of the information that was given during the interview was lost due to the inability of the interviewer to type as fast as the participant spoke. The interview was of a poor quality compared to the others as the interviewer had to multitask throughout the whole session. It also led to confusions later when the transcripts were finalized and used for coding.

8.1 Recommendations for future studies

A recommendation for future studies within the field of MEs on Gotland would be to research the whole tourism industry and to include more participants from different sectors of the tourism

industry. As a study of that magnitude could potentially be acknowledged as a fair representation of how sustainability is viewed and perceived by MEs on Gotland. Another recommendation would be to use a mixed methods approach to get a more in depth understanding and better evidence for the arguments, for example, using statistics in addition to the interviews. Moreover, a stronger study would provide evidence of which model business chose to enforce in their business. As this study failed to uncover if the businesses chose to act upon the CSR or TBL models, a more in-depth study may uncover it. Although the study shows indications of implementations of CSR and TBL, this study cannot for certain conclude or disprove the use of the models.

9. CONCLUSION

MEs on Gotland face the same problem of limited resources as presented in literature from around the world (Bressan and Pedrini 2020, Al Mamun et al. 2018, Mikušová 2017, Martín-Tapia et al. 2010). Time and cost seem to be issues many businesses struggle with when implementing sustainability. According to the participants, the time investment needed to find and evaluate different products is a big challenge for the MEs as well as to find the time to implement sustainability into their business. The Covid19 pandemic was a blessing and a curse for the MEs of Gotland. As discussed above, some participants saw the crisis as an opportunity and possibility to plan, educate and execute some sustainability implementation into their business, whilst other participants saw it as another obstacle in the implementation process. Those that were more affected by the crisis had to adapt and change their priorities as to survive and endure for the time being. Thereby, the Covid19 pandemic gave some businesses extra time to better their business while for others it meant that sustainability implementation had to be put on hold for a while.

The other issue that these businesses struggled with were costs. According to the participants, sustainability cost more. The argument given during the interviews was that eco-friendly and eco-labelled products tend to have a higher price than conventional products. Although all the participants agreed this to be true, some pointed out that whilst the purchasing cost of those products might be higher, the business can charge more for their goods or services if they choose to spend on eco-friendly products. Nonetheless, not all the participants were able to find the eco-friendly products or chose to disregard it for other reasons as stated above.

These issues hinder MEs from fully implementing sustainability into their business. However, even with the obstacles, most of the participants in the study showed a positive outlook and a

willingness to implement and work with sustainability within their company. One reason to why that is, could be explained with the worldwide attention sustainability has been given in the recent years. In other words, it is popular to be sustainable. Most of the participants in the study recognized this as an opportunity to better the world whilst making profit for their business. Sustainability sells. Sustainability is not just a tool to make a business more profitable, but also a tool to make the world better in a sense. The participants in this study, rate the importance of sustainability in their daily practices fairly high (7.7) and this once again shows that sustainability for the MEs play a vital role in how they conduct their business.

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APPENDIX 1.

The questions that were used in the interviews for data collection.

English version of the interview questions.

Semi-structured questions for interviews

First, I would want to thank you for agreeing to have an interview with me, this will be very helpful for my academic research and second, I would want to say that your answers from the questions will be treated confidentially.

I would like to start off by asking you if I have your permission for this interview to be recorded. This interview will approximately take between 30 minutes and one hour.

I am a student from the Uppsala university in the master's program Sustainable Destination Development, second year currently gathering data for my master's thesis.

In this study I want to understand from the businesses perspective how you feel about sustainability, how important sustainability is to you and what kind of benefits or disadvantages you might experience with sustainability.

(Background and ice breaker questions)

1. Can you tell me a bit about yourself and about your company? Who are you and what do you do?
2. The UN determine the company size by using two factors, the number of employees and turnover each year. To fall under the category of micro-sized enterprises you need to have 0-10 employees and have yearly turnover of maximum 20 million SEK. The question is as follows; is your company within these boundaries or do you exceed any of those intervals?

(Sustainability)

3. The word sustainability is mentioned everywhere now days. How would you define sustainability?
 - a. What does it mean to you and your company?
4. What do you think about sustainability? Do smaller companies need to consider sustainability?

- a. On a scale of 1-10, how important is sustainability to your company in your daily practices?
- b. On a scale of 1-10, how important is sustainability for your company in the sense of company culture? (In other words, is it important that your employees think and act sustainable?)

(Company culture can be defined as shared values, goals, attitudes, and practices that characterize an organization).

5. Does your company work with sustainability?
 - a. Why do you work towards sustainability? – reasons (is it because of legal reasons? Profit reasons? Environmental reasons? Social reasons? Ethical?)
 - b. What would you say was the main reason for implementing sustainability into your company?
6. How do you work with sustainability? (Gotland has a water shortage problem – is it something else you would say is important to work with to improve sustainability on Gotland?)
7. Have you noticed any change in customer behaviour? Do they ask for sustainable products?
 - a. Do you feel that your customers choose your services or goods based on sustainability?
8. When you are working with sustainability, do you follow the SDGs?
 - a. Are there any particular?
 - b. Why those in particular?
9. Do you think there is any business benefits of working with sustainability?
 - a. What may they be?
 - b. Have you experienced these benefits in your company?
 - c. Have you experienced anything negative by working with sustainability?

(Implementation of sustainability into a company)

10. When you started implementing sustainability into your company, did you find it hard to understand what sustainability is?
 - a. Did you have a hard time translating sustainability into practical applications?

11. Have you ever faced a difficult challenge while trying to improve or implement sustainability in your company?
 - a. What kind of challenge was that?
 - b. How did you overcome them?
 - c. Did you receive any help from outside of the company? (*Such as from the municipality?*)

12. If someone wanted to start a new company within the tourism business, what recommendation or tips would you give them regarding working with sustainability?

13. How has the Covid19 crisis affected you?

14. Do you have anything else you would like to add?

Thank you for your participation, your answers are greatly appreciated.

Swedish version of the interview questions.

Först och främst skulle jag vilja tacka er för att ni gick med på att ha denna intervju med mig. Det kommer vara till stor hjälp för mina akademiska studier. Jag vill också påpeka att era svar kommer användas konfidentiellt.

Jag skulle vilja börja med att fråga er om det går bra att jag spelar in vårt samtal så att jag kan i lugn och ro gå igenom intervjun i efterhand och så att jag inte missar någon viktig information. Denna intervju tar mellan 30min och en timme.

Jag studerar på Uppsala universitet, Campus Gotland och är inne på mitt andra år av mastersprogrammet Hållbar Destinations Utveckling. Denna studie är en del av examinationsarbetet.

Genom denna studie vill jag få reda på ur företagets perspektiv hur och vad ni känner kring hållbarhet, hur viktigt hållbarhet är och vilka förmåner eller nackdelar ni upplever med hållbarhet.

1. Kan ni berätta lite om er själva och ert företag? Vem är ni och vad gör ni?
2. Enligt FN så klassificerar man företag i olika storleksordningar beroende på två faktorer, antalet anställda och hur mycket företaget omsätter per år. Utan att gå in på exakta siffror vill jag bara bekräfta att ni är ett mikroföretag därför lyder frågan följande: Har ert företag mellan 0–10 anställda och omsätter ni mellan 0–20 miljoner kronor årligen?

(Hållbarhet)

3. Ordet hållbarhet nämns överallt nuförtiden. Hur skulle ni definiera hållbarhet?
 - a. och vad betyder det för ert företag?
4. På en skala 1–10, hur viktigt är hållbarhet för ert företag i vardagen?
 - a. På en skala 1–10, hur viktigt är det med hållbarhet för er företagskultur? (i andra ord, hur viktigt är det för er att era anställda tänker och agerar hållbart?)

(Företagskultur kan definieras som delade värden, mål, attityd, och tillämpningar som karakteriserar en organisation).

5. Jobbar ert företag med hållbarhet?

- a. Varför jobbar ni med hållbarhet? Finns det någon specifik anledning? (legala krav? Vinstmöjlighet? Miljömässiga anledningar? Sociala anledningar? Etiska?)
 - b. Vad skulle du säga är huvudanledningen till att ni började implementera hållbarhet i ert företag?
6. Hur jobbar ni med hållbarhet? (Gotland har problem med vatten – är det något annat ni skulle säga är viktigt att jobba med för att förbättra hållbarheten på Gotland?)
7. Har ni märkt av någon beteende förändring i kunder? Söker de efter hållbara produkter?
 - a. Tror ni att era kunder väljer era produkter eller tjänster på grund av hållbarhet?
8. När ni arbetar med hållbarhet, använder ni er av de globala hållbarhetsmålen?
 - i. Är det några specifika ni inriktar er mot?
 - ii. Varför just den eller dem?
9. Tror du att det finns företagsnytta i att jobba med hållbarhet?
 - a. Vilka nyttor?
 - b. Har ni upplevt dessa nyttor i ert företag?
 - c. Upplever ni något negativt med att jobba med hållbarhet?

(Implementation av hållbarhet i ett företag)

10. När ni började jobba med hållbarhet i ert företag, upplevde ni att det var svårt att förstå vad hållbarhet är?
 - a. Hade ni det svårt att översätta hållbarhet till praktisk användning?
11. Har ni någonsin upplevt utmaningar med att förbättra eller implementera hållbarhet i ert företag?
 - a. Vilka var dessa utmaningar?
 - b. Hur överkom ni denna utmaning?
 - c. Fick ni någon hjälp med denna utmaning utifrån ert företag? (som till exempel från kommunen?)

12. Ifall någon vill starta ett nytt företag inom turistbranschen, vilka rekommendationer eller tips skulle du ge dem angående arbetet med hållbarhet?

13. Hur har Coronakrisen påverkat er?

14. Är det något annat du skulle vilja lägga till?

Tack för att du deltog! Dina svar kommer vara till stor hjälp för mina studier.