

**IMPLEMENTING SUSTAINABLE TOURISM:  
THE CASE OF *FAIR TOURISM* IN SOUTH KOREA**

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*This thesis is dedicated to my parents, who have always loved me unconditionally and give a chance to live in a different part of the world. Thank you for being my parents.*

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## ABSTRACT

While there is a concern that Sustainable Tourism has not been entirely adopted in practice (Graci, 2008), this thesis shows that Sustainable Tourism has been implemented by South Korean Tour Operators under the name of *Fair Tourism*. *Fair Tourism* is a rising trend as Sustainable Tourism in South Korea, and discussion on this new sector of the industry has increased in recent years (S. Gil Lee, 2016). This thesis adds to that discourse with three research objectives: 1) Define the concept of *Fair Tourism*. 2) What activities constitute *Fair Tourism* from practitioners' viewpoint? 3) Examine how *Fair Tour* operators manage their sustainable supply chain based on the SCOR model.

To understand practitioners' perception of *Fair Tourism*, this study has applied social constructionism, which recognized that human beings construct meanings through individual interaction (Walker, 2015). Semi-structured interviews with fifteen *Fair Travel* operators and thematic analysis have been applied for methodology (Elo & Kyngäs, 2008; McIntosh & Morse, 2015). This study has two significant findings. First, the findings have revealed a generally accepted definition of *Fair Tourism* by both researchers and operators. The definition includes Ensuring Economic Contribution to The Destination, Environmental and Social Sustainability, and Mutually Respectful Relationship. This generally acknowledged definition has helped Fair Tour operators develop the sector. Second, this thesis found that operators genuinely respect their suppliers. Operators regard their suppliers as partners who share responsibilities and benefits, leading to satisfactory outcomes for all partners (Macaulay et al., 1999). Their relationship with partners is long-term and deep rather than transactional.

Theoretically, this thesis contributed to the finding that Sustainable Tourism can be practicable under the name of *Fair Tourism*, demonstrating practitioners' replies that are 100 percent consistent. This study applied a novel approach, focusing on the operators' point of view, while previous studies on *Fair Tourism* focused on defining the term and the industry's demand (Byun, 2016; M.-K. Kim & Cho, 2019; Shin et al., 2018). Given that Supply Chain Operations Reference (SCOR) model has been developed for the analysis of the manufacturing industry, this study has advanced this manufacturing performance measurement framework and applied it to the tourism industry.

## CHAPTER 1. INTRODUCTION

Due to the tourism industry's environmental, social, and economic influence on the host community, sustainability has always been a priority. (Kapera, 2018). As a result of issues caused by an increased number of tourists, the need for Sustainable Tourism has grown (Postma et al., 2017). Other types of tourism have been criticized for their economic, environmental, and social downsides (Dwyer, 2018). Rising inflation and living expenses, greater levels of public debt, income leakage, and low wages with few opportunities for promotion have all been highlighted as economic disadvantages to host countries. (Dwyer, 2015). In terms of the environment, the expanding tourism industry faces resource scarcity, degraded natural site quality, ecosystem disruption, and a high carbon footprint (Bows et al., 2009; Briassoulis & Van Der Straaten, 2013).

Building on the negative effects of other types of tourism, the topic of sustainability in the tourism industry has risen to the top of the agenda, resulting in the introduction of Sustainable Tourism (Postma et al., 2017). While numerous scholars have defined the term (Cater, 1993; Commission, 1995; Hunter & Green, 1995), its definition in terms of triple bottom line(TBL) is widely accepted and applied to tourism strategies and policies (Butler, 1999; Eber, 1992; Z. Liu, 2003; Payne, 1993). The TBL incorporates demand consistency with economic, socio-cultural, and environmental goals (Mihalic, 2016). There is little doubt that Sustainable Tourism has gained widespread acceptance as a concept, meaning it “takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities” (UNEP, 2005, p. 11). In this definition, stakeholder involvement is critical because effective stakeholder engagement is required for Sustainable Tourism implementation. (Waligo et al., 2013). Stakeholders should be active participants in the planning process rather than just beneficiaries of Sustainable Tourism plans (Southgate & Sharpley, 2002). Despite the universal acknowledgment of the necessity of all tourist stakeholders adopting sustainable attitudes and practices, there is concern that the general principles are not more consistently put into practice (operationalized) across the industry (Dwyer, 2018; Guo et al., 2019; Higgins-Desbiolles, 2010; Murphy & Price, 2005; Wheeler, 1993).

This thesis dealt with *Fair Tourism* as an example of implementing the tourism practices sustainably with stakeholders' involvement. *Fair Tourism* is a rising trend in South Korea as one realm of sustainable development (Hong, 2020; Jang & Lee, 2010; D. H. Lee, 2019; S. Gil Lee, 2016; M. Park, 2010). Since the concept has been initiated quite recently, research about *Fair Tourism* has been little (Byun, 2016; H. Hwang & Lee, 2011; Im, 2009; S. Y. Kim, 2011; S. C. Lee & Jeong, 2013), and it has usually been written focused on the demand (Cho & Jeong, 2012; Jang & Lee, 2010; Jung, 2011; M.-K. Kim & Cho, 2019; Oh, 2011; J.-H. Park, 2014; M. Park, 2010; Shin et al., 2018; Song, 2015).

Despite these studies, there are no commonly accepted concepts of *Fair Tourism* (Hwang et al., 2013). Therefore, there is a possibility that the definition of *Fair Tourism* and practices are different from tour operators to tour operators. Moreover, there are only a few studies from the viewpoint of the supplier side (K. H. Kim et al., 2014; K.-H. Kim & Kang, 2015; J. lee, 2018). Thus, the study aims to organize the concept of *Fair Tourism* and the current status of *Fair Tourism*. Given little prior research from the suppliers' perspective, the following three objectives guide this study: 1) Define the concept of *Fair Tourism*. 2) Explore activities that constitute *Fair Tourism*. 3) Examine how operators implement and manage *Fair Tourism* programs from a sustainable supply chain standpoint, using the SCOR model.

To accomplish this goal, this study used social constructionism, which accepts that meanings are developed in interaction with others (Leeds-Hurwitz, 2009). This approach will give practitioners' understanding and implementation of *Fair Tourism* and commonly accepted definition and widely practiced *Fair Tourism*. The research investigates the concept of *Fair Tourism* using stakeholder theory, the development of *Fair Tourism*, and the operation of *Fair Tourism* operators using the SCOR model (ASCM, 2020; Byrd, 2007; Getz & Timur, 2012). The methodology includes a semi-structured interview that provided rich insights into the creation and execution of *Fair Tourism*. (Maxwell, 2008; Yin, 2003). Thematic analysis was used to analyze fifteen interviews with CEOs of *Fair Tourism* operators (Terry et al., 2017). The findings were then presented, along with theoretical and managerial implications.

## **CHAPTER 2. LITERATURE REVIEW**

The literature review for this study is structured as follows: First, theoretical foundations including social constructionism, fairness, and stakeholder theory are discussed. Since *Fair Travel* refers to travel conducted fairly, it is critical to comprehend "what fairness is." As a result, this study will examine fairness from three perspectives: distributive, procedural, and interactional justice. Stakeholder theory, highlighting consideration on stakeholders who can affect and be affected by organizations' goals (Freeman, 1999), has been utilized in this study to define stakeholders in *Fair Tourism* and their necessity. Second, the researcher present studies foundational concepts that influence the growth of *Fair Tourism*, such as Sustainable Tourism, Responsible Tourism, and Fair Trade in Tourism. These three concepts are always discussed together when it comes to *Fair Travel*. They have also been referred to as the concept that contributes to the emergence of *Fair Travel* (Y. Choi & Lee, 2016; H. Hwang & Lee, 2011; H.-J. Hwang et al., 2013; Jang & Lee, 2010; K. H. Kim et al., 2014; D. H. Lee, 2019; S. Gil Lee, 2016; J. Lee, 2018; S. C. Lee & Jeong, 2013). This thesis describes three concepts and examines how they influence the foundation of *Fair Travel*. Third, based on the understanding of the emergence of *Fair Tourism*, the researcher investigates how this industry has developed. Fourth, this thesis explores the current situation of this industry and how *Fair Tour* operators in Korea practice sustainability in their business. One of the distinctive features of *Fair Tourism* is that *Fair Tour* operators operationalize Sustainable Supply Chain Management (SSCM). Supply Chain Operations Reference (SCOR) model has been applied as a framework of interview questions to understand the supply chain of *Fair Tour* operators. Through this approach, implementing Sustainable Tourism as well as the concept and current situation of *Fair Tourism* in South Korea will be discussed further.

### **2.1 Theoretical Foundation**

#### **2.1.1 Theoretical Foundation: Social Constructionism**

This research employs social constructionism, which recognizes that human beings construct meanings when interacting with other people (Walker, 2015).

According to Schwandt (2000), individuals develop subjective meanings of their experiences in coordination with others. The focus is on the cumulative generation of meaning as formed by language conventions and other social forces, including historical and cultural norms (Schwandt, 1994, p. 240). Qualitative scholars have adopted this theory as a way for participants to be able to share their views by answering open-ended questions (Creswell & Creswell, 2003). Applying a social constructionist approach, this study interviewed industry professionals to find a generally agreed definition of *Fair Tourism*.

### **2.1.2 Theoretical Foundation: Concept of Fairness**

The idea of *Fair Travel* is linked deeply to how researchers understand fairness. Before comprehending the concept of *Fair Tourism*, it is necessary to define fairness as a core concept. Because *Fair Travel* refers to travel conducted fairly, it is critical to understand what constitutes fairness. This study examines the concept of fairness in this part, which is based on three concepts of justice: Distributive, Procedural, and Interactional justice (Chebat & Slusarczyk, 2005; Martínez-Tur et al., 2006). Since Justice has been perceived as the same term for fairness (Bahri-Ammari & Bilgihan, 2017; Blodgett et al., 1997; Martínez-Tur et al., 2006; Rawls, 1967), this study also explored how three fairness including distributive, procedural, and international finesses correlated with the concepts of *Fair Travel*.

Distributive fairness refers to fair allocation between stakeholders (Cook & Hegtvedt, 1983). To assess fair allocation, stakeholders in exchange relationships estimate if they have been fairly rewarded by comparing individual input and output with those of others (Adams, 1965; Netemeyer et al., 1997; C. Park & Lee, 2003). Procedural justice focuses on the fairness of the process to reach the results, whereas distributive fairness is close to evaluating specific outcomes (Folger & Konovsky, 1989; Leventhal, 1980; Thibaut & Walker, 1975). Cook & Hegtvedt (1983) emphasized the importance of means in distribution by saying that, despite the result, if the procedures are not fair, the result can be interpreted as unjust or illegal. Therefore, justice encompasses consideration of the outcome itself, as well as how the outcome is determined (Folger & Greenberg, 1985). While procedural justice concentrates on the process, interactional justice highlights interpersonal treatment to people responsible for the process (Chebat & Slusarczyk, 2005; Cropanzano et al., 2002).

Labeled by Bies & Moag (1986), interactional justice is the cognitive fairness assessment, which concentrates on the consistency of interpersonal treatment obtained during the operation of a procedure. Alternatively stated, interactional fairness means human relationship fairness in terms of whether stakeholders are treated with respect and politeness (Hwang et al., 2013).

### **2.1.3 Theoretical Foundation: Stakeholder Theory**

Another theoretical foundation that is important to practice sustainability is stakeholder engagement (Johnson et al., 2020). It is based on Freeman's (1984, p. 46) stakeholder theory, which argues that organizations should pay attention to stakeholders who can impact or be influenced by the organization's objectives (Freeman, 1999). To put this definition of stakeholders into Sustainable Tourism and development, Waligo et al. (2013) described stakeholders as those organizations or individuals affiliated with tourism development initiatives. Thus, they may influence or are influenced by the decisions and activities related to those initiatives. Stakeholders include employees, customers, suppliers, financiers, and local communities (Freeman & Phillips, 2002). One of the important stakeholders are suppliers and the members of the supply chain (de Camargo Fiorini et al., 2018). The supply chain is understood as 'a set of three or more organizations or individuals directly involved in the upstream and downstream flows of product, services, finances, and/or information from a source to customer' (Mentzer et al., 2001). To apply this definition to the tourism industry, suppliers can be airlines, hotels, retail, ferries, car rental companies, and others (Buhalis, 2000). The suppliers' role as stakeholders is vital in the tourism industry since the tour operators depend on their supply chain partners' delivery of visitor experiences (Lippmann, 1999). Therefore, stakeholder engagement in decision-making and consideration of their interests, including concerns, priorities, and values, is critical (Byrd, 2007; Getz & Timur, 2012). Participation of stakeholders is also relevant in *Fair Tourism* for similar reasons since *Fair Tourism* cannot be accomplished if it is imposed without taking into account the interests of all stakeholders (Briassoulis, 2002). Supply chain management will be discussed in more detail later in this chapter.

## 2.2 Foundational Concept

### 2.2.1 Foundational Concept: Sustainability and Sustainable Development

This study examined the relationship between Sustainable Tourism, Responsible Tourism, and Fair Trade to gain a structural understanding of *Fair Travel*. These three concepts are fundamental elements that have been explored in relation to *Fair Tourism* (Figure 1). These approaches to tourism are associated with the growth of *Fair Travel*, especially the international movement of *Fair Travel*, which will be discussed in the following section, Development of *Fair Tourism*. The concepts listed above are similar to *Fair Travel* in terms of travel/trade, where sustainability is viewed as a core value. However, obtaining a coherent answer to the question of which approach to tourism is a forerunner that affects the beginning of *Fair Tourism* is difficult because each scholar presented the idea of *Fair Travel* from different perspectives, such as the viewpoint of Sustainable Tourism, the viewpoint of Responsible Travel, and the viewpoint of Fair Trade (*Fair Trip Four Season*, 2021; Good Travel, 2020; Travelers Map, 2020). While all academics accept that *Fair Travel* is an essential component of sustainable development, this study also focused on *Fair Travel* as a sustainable development travel trend. Additionally, researchers examined the relationship between the three concepts mentioned above to promote an in-depth understanding of *Fair Travel*.

### SUSTAINABLE DEVELOPMENT



Figure 1. The Structural Foundation of *Fair Tourism*

The concept of sustainable development has been introduced by *The World Conservation Strategy* (Bramwell and Lane 1993, Liu 2003). It underscored sustainable development by protecting living resources and tried to guide each community (IUCN, 1980). The Brundtland Commission Report, also known as *Our Common Future*, was inspired by the IUCN and placed the idea of sustainability at the forefront of global social and political agendas (Mihalic, 2016). Sustainable development can be defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987, p. 4). In addition, this concept stressed that the world is not inherited from the current generation, but we borrow it from future generations, and something should be left for our children (Murphy, 2005; UNEP, 2005). Sustainable development thus draws on the principles of conservation and stewardship but provides a more proactive stance that incorporates economic growth in a more environmentally friendly and equitable way (Murphy, 2005). Under the umbrella of sustainable development, this study described two approaches of tourism including Sustainable Tourism and Responsible Tourism, and Fair Trade in tourism. These approaches and Fair Trade contribute to the growth of *Fair Tourism* in Korea.

### **2.2.2 Foundational Concept: Sustainable Tourism**

The interest in sustainability drew the attention of tourism researchers and encouraged Sustainable Tourism (Pigram & Wahab, 2005; Wall, 1997). Sustainability is a catchphrase that highlights the need for a balance between economic and environmental interests in tourism (Mihalic, 2016). Within this context, the necessity of sustainability and the recognition of the negative impacts on other types of tourism have resulted in Sustainable Tourism (Z. Liu, 2003; UNEP, 2005). While numerous scholars have defined the term (Cater, 1993; Commission, 1995; Hunter & Green, 1995), its definition in terms of TBL (economy, environment, and society) is widely accepted and applied to tourism strategies and policies (Butler, 1999; Eber, 1992; Z. Liu, 2003; Mihalic, 2016; Payne, 1993). There is little doubt that Sustainable Tourism has gained widespread acceptance as a concept, meaning it “takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities” (UNEP, 2005, p. 11).



Building on the concept of three pillars, (Eber 1992) described Sustainable Tourism as an infrastructure that considers natural resources conservation, respect for local lifestyles, and a fair share of economic benefits with host countries. Sustainable Tourism, highlighted by Carter (1993), needs to be balanced between economic development and preserved biological diversity and enhancing the lives of host residents. Payne (1993) believed that the nature of the economic activity, social organization, and the boundaries of the ecological community must not be interfered with and understood. To practice the concept, Sustainable Tourism requires the participation of all relevant stakeholders (Bramwell & Lane, 1993; UNEP, 2005). In addition, a high degree of tourist satisfaction should be preserved and travelers should be assured a positive experience to promote their participation and practices (Cater, 1993; Mihalic, 2016b). Industry and customers, however, seem to have paid less attention and been less outspoken, while academia and government have shown significant interest (Murphy & Price, 2005). It has also been criticized for being "intellectually attractive" and having no practical application (Wheeller, 1993, p. 122).

### **2.2.3 Foundational Concept: Responsible Tourism**

Responsible Tourism is in line with sustainability, but more focus is on implementation and action to make tourism more sustainable (Mihalic, 2016). The first declaration of the term was made by Cape Town Declaration on Responsible Tourism in 2002 (Goodwin & Francis, 2003b). In 2012, the World Committee on Tourism Ethics (WCTE) acknowledged Responsible Tourism based on sustainable development and introduced it by publishing the Global Code of Ethics for Tourism (UNWTO, 2021). Building on these theoretical backgrounds, Goodwin and Francis (2003b) defined that the concept of Responsible Tourism was essentially an urge to take responsibility, to take action; consumers, suppliers, and governments all had responsibilities. Frey & George (2010) described that the Responsible Tourism practices were associated with the responsible attitude of visitors by providing examples that, as people realized that their responsible purchase could make a difference in the tourism industry, more and more people will begin to practice, behave or buy responsibly. From a behavior point of view, Responsible Tourism encouraged stakeholders' responsible participation by extending a concept to tourism business's policies and strategies, which includes Corporate Social Responsibility (CSR) (Chettiparamb & Kokkranikal, 2012; Frey & George, 2010; Leslie, 2012; Spenceley et al., 2002).

Spenceley et al. (2002) emphasized Responsible Tourism's behavioral aspects regarding business practice by saying that Responsible Tourism was aligned with the international trend and met the growing market demand towards responsible business practices. Chettiparamb & Kokkranikal (2012) described that the focus is on facilitating the 'responsible' behavior of the private sector through CSR-related practices aimed at broader socio-economic, cultural issues.

#### **2.2.4 Foundational Concept: Fair Trade**

Fair Trade starts with the basic premise that products we buy and sell are related to other people's livelihoods (Fair Trade Certified, 2020). Using this concept, Balineau & Dufeu (2010) characterized Fair Trade in the sense of labor practices and paying the fair amount throughout the supply chain of a business. In other words, Fair Trade is a concept that reflects fair treatment for stakeholders in the supply chain (Auroi, 2003). In-depth, fair treatment includes fairness and equality in the trade, based on negotiation, transparency, and respect for suppliers (FINE, 2001 cited in Redfern & Snedker, 2002). Based on the concept of Fair Trade, Fairtrade International (2020) began to practice fair treatment in 1983. The organization had created a Fair Trademark, and the Fair Trade movement has spread throughout the globe as more companies achieve this certification to represent that they stick to sustainability, including secure working conditions for workers, fair wage rates, and ecologically sustainable cultivation techniques (Klassen & Awaysheh (2010). The interest in Fair Trade has risen in tourism and emphasized the fair treatment for suppliers in the tourism industry (Cleverdon & Kalisch, 2000). In this background, Fair Trade Tourism South Africa (FTTSA) was the first Fair Trade tourism organization that established and concentrated its activity to make sure that people paid a fair price to suppliers and treat them appropriately (Boluk, 2011). The organization emphasized fair treatment, such as the provision of fair salaries, fair working conditions, fair allocation of benefits, and ethical business practices for culture, human rights, and the environment by tour agencies (Boluk, 2011).

### **2.3 *Fair Tourism***

#### **2.3.1 Concept of *Fair Tourism***

Three foundational concepts, including Sustainable Tourism, Responsible Tourism, and Fair Trade, have contributed to the emergence of *Fair Tourism*.

Nevertheless, *Fair Tourism* has developed as a unique concept that is distinguishable from those three concepts. Therefore, this thesis studies the definition of *Fair Tourism*. Several studies on the definition of the *Fair Travel* (Byun, 2016; H. Hwang & Lee, 2011; Im, 2009; S. Y. Kim, 2011; S. C. Lee & Jeong, 2013) and conferences to solidify the concept, such as Seoul International Fair & Sustainable Tourism Forum were conducted since 2009. However, the answer to “What is *Fair Tourism*?” differs depending on researchers and *Fair Travel* operators. Some say it’s Fair Trade (H. Hwang & Lee, 2011; Im & Yi, 2009; Oh, 2011; M. Park, 2010) while others describe that it’s pursuing economic, social, and environmental sustainability (Cho & Jeong, 2012; Im, 2009; Jang & Lee, 2010). Some researchers characterize it’s equal relationship and respect for each other (Good Travel, 2020; H. Hwang & Lee, 2011; Imagine Peace, 2020; KHIS, 2020; E. Park et al., 2015). In other words, the definition of *Fair Tourism* has yet to be standardized (H. Hwang & Lee, 2011). Even so, there are many common element associated with *Fair Tourism*, This study utilized the common traits of *Fair Tourism* identified by Jang and Lee(2010). They are: 1) *Fair Travel* is based on Fair Trade between residents and travelers. 2) Through this, the aim is to maximize the economic benefits of residents and minimize negative economic, social, cultural, and environmental impacts. 3) In *Fair Travel*, travelers are encouraged to share tourism resources with residents through understanding and respect for the history, environment, society, and culture of the region.

Researchers who emphasized Fair Trade as a key concept of *Fair Travel*, such as Im (2009), M. Park (2010), and Oh (2011), described that fairness is pursued through consultation and coordination in the process of developing travel products and distributing profits. Researchers who agree that *Fair Travel* ensures Fair Trade with fairness in the production of tour programs and the sharing of economic benefits respect fairness in the process (H. Hwang & Lee, 2011; M. Park, 2010), which is in line with a critical point of procedural fairness. In other words, *Fair Travel* needs an ethical structure that focuses on long-term benefits and fair wages in the destination (Hwang & Lee, 2011).

*Fair Tourism* is a concept that includes equality among all stakeholders, fairness in the process of tourism development and tourism activities, and fair distribution of benefits from tourism (Cho & Jeong, 2012; Im, 2009; Jang & Lee, 2010). Another valuable point for *Fair Tourism* is to increase the benefits and reduce the disadvantages of tourism.

Given that travel can positively and negatively impact the host country, *Fair Travel* tries to maximize earnings and minimize adverse effects (M. Park, 2010). In particular, *Fair Travel* minimizes the economic leakage, which means tourist consumption leaks out from host countries to large global companies (Garrigós-Simón et al., 2015). Economic leakage is often caused due to imports or foreign ownership of tourist facilities and causes the rich to get richer and the poor to get poorer (Budeanu, 2007; Im & Yi, 2009).

To ensure economic leakage occurs as little as possible, *Fair Tourism* highlights the necessity of buying locally. *Fair Tourism* emphasizes economic sustainability, which means the money spent by travelers should go directly to the economic improvement and development of the host countries (Im, 2009; Jang & Lee, 2010; Sandbrook, 2010). Economic leakage can be reduced by increasing the direct commercial linkages with local producers and tourism operators (Rylance & Spenceley, 2017).

When speaking of *Fair Travel*, some researchers emphasize that both sides, travelers and locals are equal and should benefit from the interaction and the relationship between travelers and locals should not be one-sided (Ko et al., 2020). This relationship, which is in line with interactive fairness, refers to mutually beneficial partnerships with tourists and communities (Murphy, 1988). *Fair Travel* is focused on recognizing that the place where we travel and arrive is not a lost island but a place of life, a village, and everyday life (Im, 2009; Im & Yi, 2009). Good Travel (2020), a *Fair Tour* operator, explained that their three missions on *Fair Travel* are traveler-friendly, community-friendly, and environment-friendly. Travelers Map (2020) suggested that it is a trip that respects the lives and culture of residents, and the money spent on travel contributes to their lives and protects the nature of the place. Jang & Lee (2010) and Hwang & Lee (2011) have made a point of equality in the relationship between stakeholders. In this sense, stakeholders include travelers who want engaging travel experiences and residents who want income and respect for their resources. Therefore, *Fair Tourism* can be characterized as a type of travel that satisfies both stakeholders' expectations (Hwang & Lee, 2011). M. Park (2010) who viewed *Fair Travel* as an alternative journey said that it is a trip that communicates with residents instead of consumptive travel. Meanwhile, there are several researchers who highlight all three concepts of *Fair Tourism*.

KHIS (2020) and E. Park et al. (2015, p. 88) underlined all three characteristics by illustrating *Fair Tourism* as 'A trip to value and experience local culture;' 'A trip to reduce damage to the earth as least as possible;' 'A trip to return travel expenses to the residents.' Imagine peace.Inc, which is founded by Lim, who started the *Fair Tourism* in Korea, also expressed its definition, which includes six traits as 'A trip that does not destroy the environment; a trip that takes care of animals and plants; a trip that does not sell sex;' 'A trip that helps the region;' 'A trip that is ethically consumed;' 'A trip that pays respect to the residents and culture of the place of travel;' 'A trip that expresses gratitude;' 'A trip to donate' (Imagine Peace, 2020).

### **2.3.2 Relationship Between *Fair Travel* And Three Foundational Concepts, Sustainable Tourism, Responsible Tourism, And Fair Trade**

As mentioned above, *Fair Tourism* and Sustainable Tourism share similar important values: sustainability (Cho & Jeong, 2012; Im, 2009; Jang & Lee, 2010). However, industries and customers seem to be paid less attention. They have been less outspoken on Sustainable Tourism, while academia and government have shown significant interest in these types of tourism (Murphy & Price, 2005). Sustainable Tourism has also been criticized for being "intellectually attractive" and having less practical application (Wheeller, 1993, p. 122). In comparison to Sustainable Tourism, *Fair Tourism* has developed its concept with the involvement and practice of many *Fair Tourism* operators in Korea (Good Travel, 2020; KHIS, 2020; Travelers Map, 2020). However, *Fair Tourism* is in line with Sustainable Tourism from the fact that the focus is on sustainability, and they both consider positive impacts of tourism based on three pillars, including economic, social, and environmental impacts (Im, 2009; Jang & Lee, 2010; S. Y. Kim, 2011; S. Gil Lee, 2016). *Fair Tourism* focused on implementation often associated with Responsible Tourism (H. Hwang & Lee, 2011). Both tourism emphasizes stakeholders' participation while responsible tourism more focused on tourists' responsible behavior (Frey & George, 2010).

There are many opinions about the foundational concept and definition of *Fair Travel*. Numerous researchers stated that Responsible Tourism and *Fair Tourism* are the same concepts (S. Gil Lee, 2016; T.-S. lee & Kim, 2015; E. Park et al., 2015; M. Park, 2010). Those who believe that *Fair Travel* has begun Responsible Travel movements in outside of South Korea said that 'responsibility' is from the strong to the weak (Y. Choi & Lee, 2016).

It is also said that *Fair Travel* is a Korean term of Responsible Tourism and has been coined in terms of having an equal relationship with all the people involved in the travel (Im, 2009). Finally, because Fair Trade is relevant for suppliers and fair treatment, some researchers claim that Fair Trade in tourism has influenced the concept of *Fair Tourism* (Song, 2015; (KHIS, 2020; N. Y. Kim, 2015; Song, 2015; Travelers Map, 2020). More specifically, *Fair Travel* Korea, one of the *Fair Tour* operators in Korea, illustrated *Fair Travel* in terms of relationship by saying ‘Not by using environment, indigenous people, and museums, but by traveling together with people who are concerned about fairness and travel that every participant is excited’ (*Fair Travel* Korea, 2020; Jang & Lee, 2010). However, as mentioned earlier, since each scholar and *Fair Travel* agency says differently about what influenced the concept of *Fair Travel*, the author researched sustainable and Responsible Tourism in this part and finally about the concept of Fair Trade. Conforming to this literature review, the study asked practitioners’ opinions through the interview.

### **2.3.3 Development of *Fair Tourism***

While organizations outside of Korea have not promoted *Fair Travel*, their efforts to seek Responsible and Sustainable Tourism have had a significant effect on the establishment and growth of *Fair Travel* in Korea. (Cleverdon & Kalisch, 2000; H. Hwang & Lee, 2011; M. Park, 2010). In this section, therefore, this thesis discussed activities that was influenced by foundational concept, Sustainable and Responsible movements at the beginning of *Fair Travel* and the domestic movements of *Fair Travel*.

Overseas movements have raised awareness of the social issue and dealt with topics such as human rights and peace, as well as informing the damage caused by negative impacts of tourism. For example, in 1963, Peace Boat, a Japan-based international non-governmental organization (NGO), ran a sustainable tour program and campaigned to foster peace, human rights, and sustainability in Asia (Im & Yi, 2009; Peace Boat, 2020). In the United Kingdom, in 1988, the Tourism Concern, which initiated a Responsible Tourism campaign, underscored the responsible behavior of visitors through various activities such as educational programs and promotions (S. Gil Lee, 2016). In the U.S. in 1989, the Global Exchange, which contributes to the emergence of socially Responsible Tourism, operated a reality tour that fit the three pillars of sustainable development (Global Exchange, 2020; M. Park, 2010).

Consistent with the movement to responsible tours, Responsible.com started to commercialize and sell Responsible Travel in earnest in the UK in 2001 (Jang & Lee, 2010). It has helped to encourage Responsible Travel by setting guidelines and rewarding the most appropriate Responsible Travel programs worldwide (KATA, 2020; M. Park, 2010). Some organizations, such as Voluntary Service Overseas (VSO) and Fair Trade in Tourism South Africa (FTTSA), have practiced Fair Trade in tourism (Jang & Lee, 2010). They think ethical consumers in Fair Trade will empathize bad impacts of tourism such as labor exploitation, control of the capital, and low wages (Jang & Lee, 2010).

Table 1. The Development History of *Fair Tourism*

	Year	Organization	Main Activity
Movement outside of Korea	1983	Peace Boat	Acted with the United Nations SDG Action Movement in a collaboration. Enhanced local sustainability capacity and developed people-to-people collaboration beyond borders.
	1988	Tourism Concern	Started <i>Fair Tourism</i> as creating a Responsible Tourism campaign.
	1989	Global Exchange	Operated ‘reality tour’, responsible tour program
	1990	Keep, Environmental Education Organization	Established Himalaya <i>Fair Tourism</i> information center.
	1996	VSO (Volunteer Service Overseas)	Applied the concept of Fair Trade into the tourism.
	2001	Responsible Travel.com	<i>Fair Tourism</i> research, campaign advertisement, program selling, creating an award.
	2006	FTTSA (Fair Trade-in Tourism South Africa)	It is South Africa Tourism Industry Fair Trade Certification Project.
Movement inside Korea (Outbound Tourism)	2003	Say Eco Jeju	Carried out their mission by executing <i>Fair Tours</i> such as barrier-free travel, workshop, and educational purpose travel targeting students.
	2007	Imagine Peace	Gave lectures on Fair Trade, <i>Fair Tourism</i> , the peace movement.
	2007	WooriMirae	Run their company in various fields, including <i>Fair Tourism</i> for educational purposes, the discovery program for cultural history, the production of cultural history material, and corporate social responsibility.
	2009	Travelers Map	Conducted <i>Fair Tour</i> programs
	2009	Good Travel	Practiced <i>Fair Tourism</i> , education, seminars, international development.
	2009	<i>Fair Travel</i> Korea	Conducted <i>Fair Tour</i> programs, travel school for teenagers, education, international development, built and run community space, and developed a strategy.
	2009	KHIS	Carried out <i>Fair Tourism</i> programs concentrated on countries in Asia such as Mongolia and China and countries in Latin America such as Mexico, Cuba, Guatemala.



#### 2.3.4 Business Practices That Constitute *Fair Tourism*

*Fair Tourism* was introduced in Korea in line with these foundational practices and movements, each of which focus on sustainability. In Korea, *Fair Tourism*, introduced by the book '*Travel Hope: Fair Tourism Guide Book*' (Im & Yi, 2009), was viewed and disseminated at a rapid pace as it was a critique of Korea's unethical structure of the tourism industry at that time (Byun, 2016; Jang & Lee, 2010; Lee, 2016). Now, many *Fair Tour* operators, NGOs, and organizations agree with the need for sustainability-focused *Fair Travel* and interpret *Fair Travel* in their way. These organizations can be distinguished as inbound operators and outbound operators. The first generation of *Fair Travel* agencies/operators/organizations, such as Imagine Peace, Good Travel, Travelers Map, *Fair Travel* Korea, Woorimirae, Say Eco Jeju, Korean House for International Solidarity (KHIS), Only Tour, were the outbound *Fair Tour* operators who manage travelers to travel abroad (Byun, 2016; Lee, 2016; *Only Tour*, 2020). Inbound *Fair Tour* operators take care of travelers traveling in Korea, including Jin Dol, Mapo Walk, Go Busan, Urbantrip, Moments, Green Trip, Jeju Good Travel, Pink Roader, Hwasung City Tour, Fair Trip Four Season, Story Jeju, Dongnebon. Thanks to inbound and outbound operators' effort to develop their business, *Fair Travel* sector is evolving in Korean tourism industry (Korean Tourism Organization, 2011). While Fair Tourism operators only represent a proportion of the overall Korean tourism industry, the growth of these businesses since 2009 has been significant.

With the promulgation of the Social Enterprise Promotion Act in 2007, the participation of civic groups in *Fair Travel* was extended to social enterprises in the field of travel (Jang & Lee, 2010). Social enterprises represent firms or groups that aim to implement solutions to social, cultural, or environmental issues as well as maximizing economic benefit (Dees, 1998). Accordingly, *Fair Tour* operators concerned with sustainability and society contribution (Lee, 2016). As described in Table 1, all *Fair Tour* operators run *Fair Tour* programs such as campaigns, lectures, and workshops to increase public awareness of *Fair Tourism* (7th UNWTO Global Summit on Urban Tourism \_Seoul, 2018; EKN, 2014; *Fair Travel* Korea, 2020; *National Law Information Center*, 2021; Sebasi Talk, 2011). They also aim to spread *Fair Tourism* through consultation with prospective *Fair Tour* operators and a training program for *Fair Travel* instructors (*Fair Trip Four Season*, 2021; Good Travel, 2020).

Another similar characteristic is that they all label themselves as social entrepreneurs or potential social entrepreneurs (*Fair Travel* Korea, 2020; *Go Busan*, 2021; *Hwasung City Tour*, 2021; *Mapo Walk*, 2021; *Moments*, 2021; Good Travel, 2020; Imagine Peace, 2020; Travelers Map, 2020; Woorimirae, 2020). In this respect, they have made a social, environmental, and economic contribution. Few researchers have studied *Fair Tour* operators' business practices and have typically performed studies with a limited number of operators (Jang & Lee, 2010; J. lee, 2018). Thus, this research developed a deeper understanding of *Fair Tourism* through interviews with *Fair Tour* operators. More specifically, based on sustainable supply chain management, *Fair Tour* programs were also analyzed.

As described above, sustainability is the cornerstone that penetrates the entire business of *Fair Tour* operators. Sustainable Supply Chain Management (SSCM) is thus their major focus while running their core business, *Fair Tour* programs, and they need to pursue SSCM for the following reasons. Sustainability in the supply chain has highlighted two stakeholders: customers and suppliers (Hill, 1997). Firstly, according to Hall (2000), consumers consider sustainable practices for operation when making a buying decision. For instance, Park (2010) addressed that consumption of *Fair Travel* programs was based upon increased awareness of the travel impacts on destinations' environment and concerns about animal abuse.

Furthermore, *Fair Travelers* are more satisfied with activities that take into account the destination environment. (Shin et al., 2018). Secondly, *Fair Tour* operators can gain marketing advantages by stressing sustainable supply chain operation and management (Flint & Golobic, 2009). They can stimulate interest in *Fair Travel* products and desire to visit *Fair Travel* destinations, thereby promoting potential customers' willingness to buy *Fair Travel* programs (Choi, 2018). Thirdly, from the operators' point of view, SSCM plays a significant role in reducing environmental risks, pollution, and improving environmental performance, which aligns with *Fair Travel* business practices (Al-Odeh & Smallwood, 2012). Fourthly, since *Fair Tour* operators are in a position to influence suppliers on pricing, business practices to implement programs, and promotional activities, they can direct suppliers towards a more sustainable level (Buhalis, 2000; Korkmaz et al., 2016). Last but not least, incorporating suppliers into a participatory decision-making process and corporate social responsibility is essential (Farahani et al., 2009). From this point of view, *Fair Tour* operators have influenced their suppliers and consumers by handling the supply chain sustainably (Font et al., 2008; Sigala, 2008; Tepelus, 2005).

Studying *Fair Tourism* according to a sustainable supply chain has not been explored much (K. H. Kim et al., 2014; K.-H. Kim & Kang, 2015; J. lee, 2018). Kim & Kang (2015) studied business practices carried out by *Fair Tour* operators but concentrated on looking at general operations and not paying enough attention to their supply chain management. *Fair Tour* operators were also researched by Lee (2018), but more focused on identifying *Fair Tourism* and coordinating their activities based on definitions. Kim et al. (2014) also aimed to evaluate Fair Tour operators' tour programs but focused more on the type rather than supply chain management. Therefore, in the interview questions, this thesis addressed the *Fair Travel* practices of operators. Furthermore, as *Fair Tour* operators trying to run a business following the principles of *Fair Tourism*, which involve sustainability in supply chain management, this study explored the *Fair Tour* programs of operators by using a sustainable supply chain as a framework.

## **2.4 Sustainable Supply Chain Management (SSCM)**

Sustainable supply chain management is characterized as the incorporation of economic, environmental, and social factors into key inter-organizational business operations (Ahi & Searcy, 2013). Influenced by Brundtland report (WCED,1987), business practices have concerned with three foundations of sustainable development, underscored by social, economic, and environmental features, called the Triple Bottom Line (TBL) (Ciliberti et al., 2008; Dehghanian & Mansour, 2009; Haake & Seuring, 2009; Joyce & Paquin, 2016; Savitz, 2013; Veleva & Ellenbecker, 2001; Wittstruck & Teuteberg, 2012). More and more businesses have adopted sustainability management strategies to minimize costs, improve productivity, satisfy internal and external consumers, and increase market share and revenue, resulting in more efficient risk management (Rajeev et al., 2017).

By adopting sustainability management strategies, tour operators have been concerned with sustainability in their supply chain management by explicitly and indirectly encouraging their suppliers to be sustainable in offering sustainable services, goods and using sustainable means for the production of their services. (Font et al., 2008; Lippmann, 1999). Contractual arrangements relating to *Fair Tour* principles and monitoring them as they conduct their businesses based on the specifications of tour operators will be some of the explicit influences on suppliers. Tour operators have tacit impacts in other ways, such as developing a company strategy to choose their partners and using local labor and services for the economic benefits of the locals.

**Direct Influences.** Some tour operators directly influence their supply chains as follows (Budeanu, 2005; TOI, 2005; Schwartz, Tapper, & Font, 2009; Spasic, 2012; Khairat & Maher, 2012): 1) Creating sustainable standards that tour operators require suppliers to meet. 2) Monitoring suppliers. 3) Educating travelers who are members of the supply chain.

Some operators have introduced economic, environmental, and socially sustainable practices that follow three pillars to promote and encourage suppliers (Budeanu, 2005). The criteria created are usually specified in the contract or used to find a company that meets the criteria (Spasić, 2012). Atlas Voyages, for example, requires Hazard Analysis Critical Control Point (HACCP) to assess its suppliers' food health. This procedure has become widespread in obtaining HACCP certification even though the restaurant and hotel are not the supply chain of Atlas Voyages. (Tour Operators' Initiative, 2003). Thomson Travel Group has developed an environmental classification scheme for hotels in collaboration with ECPAT (End Child Prostitution and Trafficking), an anti-child monitoring organization, to deter the sexual harassment of minors. (Tepelus, 2005). My Travel Northern Europe has built *'100 steps towards a good environmental plan for its hotel chain'* and *'50 steps towards a good environmental guideline for its suppliers'* (Tour Operators' Initiative, 2003). Likewise, TUI Group, LTU Touistik, and My Travel Northern Europe developed environmental manuals for stakeholders and assessment standards that focused on water/waste/energy eco savings (Schwartz et al., 2009). Following the contracting of suppliers who meet the sustainable requirements of tour operators, tracking is the next thing tour operators could do. They track whether their stakeholders, such as destination leaders, consumers, media representatives and others, are enforcing their sustainable practices (Spasić, 2012). For example, Premier Tour reviews producers and tracks the conditions of their application to environmental requirements (Tour Operators' Initiative, 2003).

The tour operator directly influences travelers by educating travelers who are also part of the supply chain on the three pillars of Sustainable Tourism (Schwartz et al., 2009). Tour operators emphasize reducing negative environmental impacts such as taking public transportation (bus, train, and others) than air transport and cars through brochures and websites (Font et al., 2008). Many tour operators are also sensitive to minimizing disposables, chemical detergents, and minimizing food waste (Lee & Kim, 2015).

Thus, Travelers Map and KHIS (*Fair Tour* operators in Korea) show the best practices by using local transportation and explains the environmental impacts of travelers' activities to host community, and provide specific guidelines for the protection of human and animal rights that may occur on each trip (KHIS, 2020; Travelers Map, 2020). In terms of social and cultural characteristics, travelers should strive to be gentle and interact with people they meet during their travels (AITO, 2020; Goodwin & Francis, 2003a). In the case of KHIS (Korea *Fair Tour* Operator), this company concentrated on the actions of tourists by proposing to travelers to take advantage of local markets and food, appreciate local culture, and treat locals with a smile (KHIS, 2020). Imagine Peace (Korean *Fair Tour* Operator) also primarily focuses on how travelers handle locals. This *Fair Tour* operator advises travelers to build relationships with the locals, respect the culture, people, and the natural environment around the destination (Imagine Peace, 2020). In economic features, travelers are encouraged to have local food and stay in local accommodation (Cleverdon & Kalisch, 2000). More actively, Travelers Map (*Fair Tour* operator in Korea), establishes its point of sale where local goods can be purchased and encourages tourists to participate in Fair Trade (Travelers Map, 2020). This education applies to not only customers but also other suppliers and each supplier teaches each other by mutual exchange of information on sustainable supply chain methods (Pagell & Wu, 2009).

**Indirect Influences.** Tour operators sometimes have implicit influences to motivate suppliers to pursue sustainable supply chain management as follows: 1) Creating a company's standard to choose their suppliers. 2) Utilizing local labor and suppliers. Font et al. (2008) and Tepelus (2005) claimed that some tour operators make a sustainable standard to guide themselves on the right path and contract with the right suppliers who can work with them. Small tour operators indirectly affect suppliers to do the sustainable activity by selecting and contracting the suppliers that pursue sustainability (Sigala, 2008). Travelers Map (*Fair Tour* operator in Korea) prioritizes efforts to minimize the use of environment-impact resources and whether to operate local people in selecting accommodations and restaurants (Travelers Map, 2020). This firm also chooses accommodations and restaurants with policies for environmental impact and minimization of resource usage (Travelers Map, 2020). Tour operators can employ local labor and utilize local suppliers, services, locally produced products to ensure tour operators' and travelers' expenses remain in the host country and be beneficial to locals (Khairat & Maher, 2012).

According to Department for International Development (1999, p. 1), which states ‘tilting the cake, not expanding it,’ providing an opportunity to people who need (locals) enables them to do community-based tourism rather than stretching the overall size of tourism. To support local communities, Travelers Map (*Fair Tour* operator in Korea) employs local guides and ensures proper wages (Travelers Map, 2020). To assess how *Fair Tour* operators handle sustainable supply chain management, this study applied SCOR model.

#### **2.4.1 Supply Chain Operations Reference (SCOR) Model**

The supply chain operations reference (SCOR) model prescribes standard guidelines that unify thousands of activities within the supply chain (Huang et al., 2005; Kasi, 2005). The unified model offers a diagnostic tool for business organizations' supply chain processes and practices to improve their efficiency and facilitate cooperation between stakeholders in the chain. (Golparvar & Seifbarghy, 2009; Lockamy & McCormack, 2004; Ntabe et al., 2015; Stewart, 1997; Supply Chain Council, 2010).

The Supply-Chain Council (ASCM, 2020), a non-profit organization founded in 1996 by Pittiglio, Rabin, Todd, and McGrath (PRTM), a consultancy firm, and Advanced Manufacturing Research(AMR), created this system (Lambert et al., 2005; Stewart, 1997; Vanany et al., 2005). This first cross-industry supply chain framework was warmly accepted all over the world (Kasi, 2005). It has been deeply rooted in more than 1,200 Supply Chain councils and APICS partners across the globe (ASCM, 2020). Researchers have used the model to have deepen understanding for the following industries: B2B electronic industry (Tang et al., 2004), computer industry (Huang et al., 2005; Lu et al., 2013), thin-film transistor-liquid crystal display (TFT-LCD) industry (high tech industry)(Hwang et al., 2008), oil industry (Golparvar & Seifbarghy, 2009; Vanany et al., 2005), automotive industry(Röder & Tibken, 2006), ethanol and the petroleum industry (Russell et al., 2009), the construction industry (Cheng et al., 2010; Pan et al., 2010; Thunberg & Persson, 2014), enterprise architecture industry (Medini & Bourey, 2012), aircraft spare parts industry (Liu et al., 2014), footwear industry (Sellitto et al., 2015), smart manufacturing industry (Yue et al., 2020), tourism industry (Wei & Lu, 2008; Yilmaz & Bititci, 2006), flight catering industry (Sundarakani et al., 2018).

This framework has been mainly established for production practices and applied to them. (Zhang et al., 2009). However, some researchers have applied this model to the tourism industry with a redesign of the model given the fundamental difference between the service and the manufacturing sector. (Bitner & Booms, 1982; Coughlan et al., 2006; Gartner & Bachri, 1994; McLellan & Noe, 1983; Poon, 1994; Ujma, 2001; Zhang et al., 2009). Yilmaz and Bititci (2006) considered the interdependence of the tourism industry to indicate a redefined SCOR model, performance measurement in the tourism value chain. This study has contributed to introducing the model by creating a new SCOR model to be implemented (Yilmaz & Bititci, 2006). Sundarakani et al. (2018) applied this approach to the foodservice industry by upgrading the global airline catering industry model. As such, this thesis adopted the SCOR model to establish interview questionnaires based on the features of the tourism industry. When designing interview questions applying the SCOR framework, the author bear in mind that Service Supply Chain Management is the management of knowledge, procedures, resources, and service performance from the earliest supplier to the ultimate customer (Baltacioglu et al., 2007).

#### **2.4.2 SCOR Processes**

SCOR described six management processes: PLAN, SOURCE, MAKE, DELIVER, RETURN, and ENABLE (Apics, 2017; Golparvar & Seifbarghy, 2009; Huang et al., 2005; Hwang et al., 2010; Lambert et al., 2005; Lockamy & McCormack, 2004; Ntabe et al., 2015; Stewart, 1997; Supply Chain Council, 2010; Vanany et al., 2005). The framework encompasses how the supply chain performs and arranges all customer interactions (Figure 2). It also covers all physical material transactions (supplier's supplier to customer's customer) and all market interactions, which include fulfilling the planned and actual demand (Apics, 2017; Harmon, 2003; Huang et al., 2005; Kasi, 2005; Min & Zhou, 2002; Ntabe et al., 2015; Röder & Tibken, 2006; Supply Chain Council, 2010).

## Linear SCOR Model

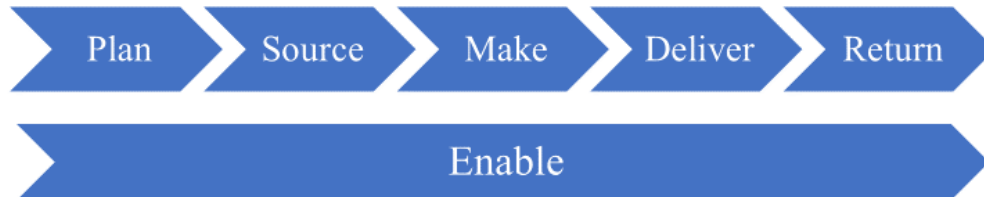


Figure 2. SCOR Processes (ASCM, 2020)

**PLAN:** The Plan process balances expected demand and supply to design the process that best meets requirements to achieve business goals (Huang et al., 2005; Lambert et al., 2005; Supply Chain Council, 2010; Vanany et al., 2005). The plan stage addresses demand/supply planning and plan infrastructure, which assess supply resources, demand requirements, and distribution requirements to cope with supply chain configuration and manage production, material for all services, and channels (Huang et al., 2005; Stewart, 1997). Due to the inability to sustain inventories of services and the volatility of demand, the role of demand and supply management in the services industry, in particular the tourism industry, is crucial. (Klassen & Awaysheh, 2010). Thus, service providers need to anticipate, assess and prepare demand before the actual delivery of the service (Baltacioglu et al., 2007).

**SOURCE:** Sourcing contains quality management, vendor supervision related to their certification, contracts, feedback, inbound freight, and component engineering (Huang et al., 2005; Stewart, 1997). Armistead and Clark (1994) depicted that sourcing, which they called capacity management, is managing consumer demand and delivering services to meet demand.



Since services are generated and consumed simultaneously, it is necessary to balance the procurement, receipt, and inspection of services from suppliers based on aggregated demand requirements (Apics, 2017; Huang et al., 2005; Lambert et al., 2005; Stewart, 1997; Supply Chain Council, 2010; Vanany et al., 2005). Since the tour services are essentially a partnership with different suppliers, such as restaurant operators and hosting operators, the management of the suppliers is the management of the resources (Ellram et al., 2004).

MAKE: After planning the business process and procuring necessary resources, the Make process adds value by executing products and services (Apics, 2017; Huang et al., 2005; Lambert et al., 2005; Supply Chain Council, 2010; Vanany et al., 2005). Georgise et al. (2017) mentioned making process illustrates the activities involved with the transformation of materials or the development of content for services.

DELIVER: The Deliver process provides finished goods and services (Huang et al., 2005; Lambert et al., 2005; Supply Chain Council, 2010; Vanany et al., 2005). Unlike other manufacturing industries that solve the challenges of transporting, transferring, and shipping from manufacturing plants and consumers, tourism is far from the difficulties that manufacturing industries face, as the destination is where consumption occurs. (Ujma, 2001). Moreover, services such as tourism items cannot be stored for future use (Baltacioglu et al., 2007; Zhang et al., 2009). Authors, hence, translate 'delivery' as handling the delivery of services from suppliers to customers.

RETURN: The Return process handles returned inwards and extends into post-delivery customer support (Huang et al., 2005; Lambert et al., 2005; Supply Chain Council, 2010). This embraces authorizing, scheduling, receiving, verifying, disposing, and replacement (Huang et al., 2005). However, this thesis did not consider this process since tourists can not examine tourism products until their consumption and the value of the products and services disappear as soon as they are used (Ellram et al., 2004; Georgise et al., 2012; Schneider et al., 2007).

ENABLE: The latest added process, Enable, involves supply chain administration. It establishes, maintains, and monitors information, relationships, resources, assets, business rules, compliance, and contracts (Apics, 2017, p. 364). In other words, this process manages the chain aligned with other divisions (Supply Chain Council, 2012). When related to the tourism industry, Enable process focuses on the relationship between suppliers and *Fair Tour* operators (Baltacioglu et al., 2007).

This application illustrates the possible benefits of a supply chain management framework to the tourism industry, the performance measurement of which has not been addressed in contrast with the manufacturing sector (Yilmaz & Bititci, 2006).

## CHAPTER 3. METHODOLOGY

According to social constructivist theory, knowledge is not derived from nature but from people who construct the meaning through social interaction (Burr, 2015). In other words, people develop their subjective meaning directed toward certain objects or things (Koro-Ljungberg, 2008). Built on this approach, a qualitative analysis was used to implement this strategy (Creswell & Creswell, 2003). As a qualitative study, the author used a semi-structured interview, which enabled participants to share their thoughts and idea with open-ended questions (Marshall & Rossman, 2014). The qualitative approach offers rich insights into the creation and execution of *Fair Tourism*, integrating thematic analysis of responses to semi-structured surveys (Maxwell, 2008).

### 3.1 Interview Procedure

Semi-structured interview, one of the most used qualitative oral approaches, was used in this thesis (Kitchin & Tate, 2000). For this analysis, the semi-structured interview was a better choice because it not only had a certain degree of prearranged order but also gave interviewees the freedom to answer open-ended questions and interviewers to ask prompts during the conversation (Bartholomew et al., 2000; Clifford, 2003; Marshall & Rossman, 2014; Whiting, 2008). As a result, it allows participants to explore their subjective perception of *Fair Tourism* (Longhurst, 2003; McIntosh & Morse, 2015).

Interviews were held via online video meetings. From September to December 2020, the researcher interviewed 15 *Fair Tour* operators at the representative level in South Korea. When the data gathering reached saturation at the 15th interview, indicating that nothing new was discovered with each new interview (Francis et al., 2010) the data collection was halted,. The interviews each took approximately 60 minutes. To ensure consistency, all interviews were conducted by the author (Bazi et al., 2020). The participants were told about the intent of the research and their right to withdraw at any time (MÂȚĂ & Boghian, 2019). Participants were asked to answer several questions based on the main three sets of questions as follows:

- 1) Define the concept of *Fair Tourism*.
- 2) Explore activities that constitute *Fair Tourism*.

- 3) Examine how operators implement and manage *Fair Tourism* programs from a sustainable supply chain standpoint, using the SCOR model.

The structure of the interview was divided into three sets. The three sets of questions were determined based on the literature review, and each following interview question revealed the main theme (Kallio et al., 2016). During the interview, prompts were asked to reveal more in-depth stories or guide respondents to draw appropriate information for the study (Leech, 2002). The author also attempted to use open-ended wordings so that respondents could freely express their opinions when answering (Turner III, 2010). The author also made sure that the questions were properly worded, and if not, the author would provide further clarification so that the interviewers understood the questions (McNamara, 1999). The purpose of this was to ensure interviewers can provide details when interviewees ran into difficulties understanding the questions.

### 3.2 Survey Design

The first set of questions looked at the definition of *Fair Tourism*: 1) How do you define 'Fair Tourism?' 2) What is the fairness of your description? 3) What is the difference/similarity between Sustainable Tourism, Responsible Tourism, Fair Trade, and *Fair Tourism*? As stated in the second part of the literature review: 2.2.1 *Fair Tourism* to 2.2.4 *Fair Tourism*: Movement, there has not been a clear definition that the *Fair Travel* industry accepts and follows. Therefore, in the interview, the researcher asked first and second interview questions to understand how *Fair Tour* operators defined the term. As explained in 2.2.1 *Fair Tourism*: Definition, to examine how fairness was applied, their fair price/fair wage measurement approach was asked as prompt questions. Furthermore, since the differences or similarities between *Fair Tourism* and Sustainable Tourism, Responsible Tourism, and Fair Trade in this sector have always been debated (*Fair Trip Four Season*, 2021; Good Travel, 2020; Travelers Map, 2020), respondents received the third question, that described *Fair Tourism* by emphasizing the root of it.

The author asked three questions to explore activities that constitute *Fair Tourism* for the second set of questions: 4) What other aspects of business do operators engage to define *Fair Tourism*? 5) Do *Fair Tourism* values are embedded in all parts of your operations?

As defined in the literature review, *Fair Tour* operators run *Fair Tour* programs as well as educational programs, campaigns, consultations, policymaking activities, social work, and others, which represent each operators' different perception of *Fair Tourism* (Byun, 2016; Kim & Kang, 2015; Lee, 2016; Lee, 2018). Therefore, the author requested them to explain their *Fair Travel* practices and their ideology on the value of *Fair Travel* to understand how each *Fair Tour* operator embraced *Fair Tourism* and implemented their acceptance.

The last set of questions was developed using the SCOR model, revised appropriately for the service sector to examine how tour operators influence suppliers in terms of sustainable supply chain management as follows: PLAN: 7) What do consumers expect from *Fair Tourism* products? 8) Do you run your own accommodation, transportation, restaurant, or do you partner with locals? If they replied that they work with partners, then the author asked how they collaborate with their partners. SOURCE: 9) What *Fair Tourism* criteria do you apply for suppliers to be selected? The author asked if tour operators found suppliers whose value fit with theirs or informed their own sustainable supply rules as prompt questions. 10) How do you ensure that your suppliers follow equal tourism principles after selecting the suppliers you work with? The author asked if particular items, such as *Fair Tourism* criteria, were included in the contracts for the following questions in question 10. MAKE: 11) What is your priority to make a *Fair Travel* program? 12) Do you have a different approach to international tours and domestic tours? On question 11, the author asked whether they considered demand, the direction that their company wanted to follow, and others. Deliver 13) How do you ensure your customers receive (your suppliers deliver) the service and products the way that you want them to? For more details, the author asked if they trained, monitored, had a person to manage the quality, conducted customer satisfaction surveys, received feedbacks from suppliers/customers, or provided incentives to motivate their suppliers. Enable 14) How do you communicate with suppliers about your sustainable programs and their role in achieving your objectives? The author asked if there were other ways to build relationships with suppliers, such as recognition programs, weekly meetings, and others.

### **3.3 Sampling**

A combination of Expert Sampling and Referral Sampling was used in this study to understand the experiences of experts who had the best knowledge of the subject of research (Devers & Frankel, 2000; Elo et al., 2014; Kyngäs et al., 2011; Sharma, 2017).

The author applied expert referral sampling to choose interviewees. Referral sampling, called snowball sampling, is a sampling method through references made among individuals who share or express similar research interests (Biernacki & Waldorf, 1981). As the experts recommended their referral and fellow *Fair Tour* operators as prospective interviewees, the author called this sampling ‘Expert Referral Sampling.’ With this sampling technique, the authors had conducted 15 interviews with the CEO or representative director of *Fair Tourism* agencies who had at least three years of field experience and were responsible for creating tours and managing suppliers (Krueger et al., 2012) (Table 2). Those referred experts were checked that all interviewees were *Fair Travel* operators by other interviewees. The saturation point was achieved after the 15th interview, demonstrating that the researcher encountered identical instances repeatedly and that no more data can be found. (Bloor & Wood, 2006; Saunders et al., 2018).

Table 2. Interviewee List

No.	Level of Management	Type of Business	Years in Business
1 <sup>st</sup> Interviewee	Vice Present	Outbound <i>Fair Travel Agency</i>	13 years
2 <sup>nd</sup> Interviewee	CEO	NGO	12 years
3 <sup>rd</sup> Interviewee	CEO	Outbound <i>Fair Travel Agency</i>	13 years
4 <sup>th</sup> Interviewee	<i>Fair Tourism</i> Team Manager	Outbound <i>Fair Travel Agency</i>	13 years
5 <sup>th</sup> Interviewee	CEO	Inbound <i>Fair Travel Agency</i>	3 years
6 <sup>th</sup> Interviewee	CEO	Inbound <i>Fair Travel Agency</i>	3 years
7 <sup>th</sup> Interviewee	CEO	Inbound <i>Fair Travel Agency</i>	9 years
8 <sup>th</sup> Interviewee	CEO	Inbound <i>Fair Travel Agency</i>	5 years
9 <sup>th</sup> Interviewee	CEO	NGO	3 years
10 <sup>th</sup> Interviewee	CEO	Inbound <i>Fair Travel Agency</i>	8 years
11 <sup>th</sup> Interviewee	CEO	Outbound <i>Fair Tourism</i> Agency	7 years
12 <sup>th</sup> Interviewee	CEO	Inbound <i>Fair Travel Agency</i>	5 years
13 <sup>th</sup> Interviewee	CEO	Inbound <i>Fair Travel Agency</i>	8 years
14 <sup>th</sup> Interviewee	<i>Fair Tourism</i> Team Manager	Inbound <i>Fair Travel Agency</i>	13 years
15 <sup>th</sup> Interviewee	CEO	Inbound <i>Fair Travel Agency</i>	3 years

### **3.4 Translation**

In this study, the questionnaire was first created in English and then translated into Korean by the first author, who is bilingual with proficiency in Korean and English. The forward translation was checked for trustworthiness and equivalence of Korean and English versions of the questionnaire by a senior professor at the department. All the interviews were recorded in Korean as a verbatim transcript. Interview scripts in Korean were written verbatim by the first author and were double-checked by interviewees. The author then applied back translation concept, which is the most widely used interview and translation method in cross-cultural studies (Choi et al., 2012; Douglas & Craig, 2007). The first author back-translated Korean scripts into English translation (English version 1) (Brislin, 1970; Karlin et al., 2017; Li et al., 2002). To achieve semantic equivalence and ensure that the interpretation of each object was identical, a professional translator, who had no bias and previous knowledge of the research, back-translated the script (English version 2) (Guillemin et al., 1993; Idvall et al., 2002; Y. Lee & Sohng, 2020; Papastavrou et al., 2011; Shooshtari et al., 2007). English versions 1 and 2 were compared. In the next step, the first author identified and discussed the differences with the professional translator to modify and make needed adjustments before generating the final version of the back translation (Y. Lee & Sohng, 2020).

### **3.5 Analysis**

The author applied thematic analysis for its flexibility in addressing the entire text as a possible unit of analysis (Terry et al., 2017). Two coding approaches, open coding and axial coding were used to extract codes and themes (Elo & Kyngäs, 2008; Lauri & Kyngas, 2005). Open coding was used to identify emergent themes, which then can be categorized by axial coding (Williams & Moser, 2019). All the transcripts were coded manually (Belotto, 2018; Blair, 2015). Three coders, including the first author and two research assistants, coded the data thematically in the two following steps: first, the lead author adopted open coding to classify the interview responses and created a codebook with a potential theme (Belotto, 2018). To code the transcripts, the researcher considered “conceptually related events/actions/interactions” as suggested by Blair (2015) and Corbin & Strauss (1990, p. 12). After initial coding was done, the author provided the coding manual and explained how the themes had developed to train the coders.



Two coders practiced with randomly selected interview transcripts (Syed & Nelson, 2015). After the lead author assured that two other coders understood the coding scheme and initial codebook, the coders moved forward to the second step.

The second step was refining the codebook through repetitive coding, comparing, and revising to reach saturation and achieve intercoder reliability, Fleiss's Kappa value of 0.61-0.80, which indicated strong agreement (Altman, 1990; Landis & Koch, 1977). Following each team meeting, a revised codebook was drafted as follows: Each coder tried to apply the codebook without discussion and then compared the applied transcripts (Kurasaki, 2000). For comparison, the entire script was checked by cross-checking each sentence under the same theme one by one. When a difference was found, coders discussed the reasons why the difference occurred. Disagreement reason was due to lack of understanding on subthemes, lack of transcript contents knowledge, or that the themes were similar and confusing. The issues found had been solved by subdividing and modifying themes. The modified codebook was applied to the next script, and the above steps were repeated until three coders agreed that no new themes were emerging and no difficulties in analyzing existing themes were encountered (Cascio et al., 2019). In this way, saturation reached at the 15th interview indicated that the study sample size was adequate enough to represent the population of subjects. (M. Hennink & Kaiser, 2019; Saunders et al., 2018). When the saturation point was reached, coders came up with 14 codes and recoded them using axial coding to connect 14 themes. Finally, coders developed 5 categories and 14 subcategories. To examine the reliability, Fleiss's kappa, which is an extension of Cohen's Kappa and to test intercoder reliability between more than two coders, was applied (McDonald et al., 2019). Since it considers the probabilities, Cohen's Kappa is one of the most commonly used interrater reliability measures (Barnette, 2005; Pérez et al., 2020). Since Cohen's Kappa is inapplicable when there are more than two coders, Fleiss' Kappa was used in this study to evaluate the reliability of three coders using SPSS (Randolph, 2005). The intercoder reliability of the three transcripts, which was randomly selected and accounted for 20% of the overall transcripts, was checked by three coders (Campbell et al., 2013; Hodson, 1999; Snuggs et al., 2019). With this analysis method, this study has achieved a kappa value of 0.78, which indicates strong agreement (Figure 2). With the final codebook, all the transcripts were coded again after testing the codebook's trustworthiness (Church et al., 2019).

## CHAPTER 4. FINDINGS

The findings are presented based on three main research questions. Q1. Define the concept of *Fair Tourism*. Q2. What other aspects of business that *Fair Tour* operators in Korea do to define *Fair Tourism*. Q3. Examine how operators implement and manage *Fair Tourism* programs from a sustainable supply chain standpoint using the SCOR model.

### 4.1 Define The Concept Of *Fair Tourism*

To better understand how practitioners interpret the definition of “*Fair Tourism*,” respondents were asked to share their descriptions of the term. The responses were categorized into three universally agreed-upon themes, and one last theme was suggested by 6 out of 15 operators. Those themes are Ensuring Economic Contribution To Destination; Environmental And Social Sustainability; Mutually Respectful Relationship; Fair And Honest Transaction With Travelers (Table 3). 100% of the respondents shared the responses that were categorized into the three themes 40% of respondents argued that the last subtheme, fair and honest transactions with travelers, was important on the definition. More information is provided in the following paragraphs.

Table 3. Key Components of *Fair Tourism* Definition

Subthemes	No. of Respondents	The definition of subthemes	Example phrases
Ensuring Economic Contribution To The Destination	15 out of 15	Economic sustainability to ensure the money spent by tourists stays in the pockets of residents	‘We work with local partners because the economic benefits can go to them.’ ‘I wanted to make programs that eliminate any middlemen and give more back to the locals.’
Environmental And Social Sustainability	15 out of 15	Sustainability that focused on the environment and society	‘We do not use disposable products for our tours’ ‘We talk about how we can reduce the consumption of disposables.’
Mutually Respectful relationship	15 out of 15	Relationship that both locals and tourists are happy and let locals participate the tour	‘Travelers should be happy, but travel destinations should be happy too.’ ‘We let local residents and local organizations participate.’
Fair And Honest Transaction With Travelers	40% Agreement	Honest transaction that discloses all information with travelers	‘Tours that don’t force travelers to do something they don’t want.’ ‘All travel budgets are disclosed.’

According to all interviewees, ensuring economic contribution to the destination was one of the most deeply rooted and generally recognized concepts of *Fair Tourism* and the operation. Since they aimed to increase the economic benefits to the destination, all operators argued the importance of financial sustainability. Operators used local resources such as accommodation, restaurants, transportation, or local shops rather than a franchise with interviewee three. The fourth interviewee emphasized the importance of conducting direct transactions without using a mediator to ensure that sales made in the area end up in the pockets of locals. Their primary focus was redirecting the sales made back to the region.

In Asia, South America, and Africa, we work with local partners if possible. Because the economic benefits can go to them (by using local partners). [Interviewee three]

*Fair Travel* has featured as alternative tourism instead of existing tourism where the mediators take all the benefits, causing many problems. I think existing tourism is no good for the locals. So I wanted to make programs that eliminate any mediators and give more back to the locals. [Interviewee four]

Operators set payments to partners to ensure that no labor costs, goods, or services are underpaid. Operators, including interviewee 1, were disappointed that in the service sector, labor costs were underpaid. The operators point out that some mega tour companies request that their suppliers, such as owners of shops, restaurants, and accommodation, price their goods and services down. Tour agencies acknowledge that suppliers needed agencies to help recruit the travelers. As a result, *Fair Travel* operators decided and tried harder not to underpay labor costs or lower the price of goods and services. Furthermore, as seen in interviewee six's quotation, they did not charge partners a commission fee for taking travelers to their shops, restaurants, or lodging.

"Well, in the tourism structure, the cost of the guide is not usually set properly. We try to measure the labor cost as fairly as possible. We try to put the labor cost of the guide in the program price and set the labor cost of local employees at the lowest hourly wage of that country. The price needs to be sustainable to continue working for both of them and us." [Interviewee one]

"I am not sure if you know the structure of the travel agency, but typically, when the agencies visit the local shops, they receive a commission fee from the shop owners, and the agencies recommend their shop to the customers. However, we do not ask for the commission fee from the shops. We introduce the store to our customers and tell them that if the products are 8,500 won (around \$6), the shop owner will receive the full price (8,500 won). The guide fee is the most expensive cost since we want to treat them well and fairly. Except for that, we don't earn anything." [Interviewee six]

Along with economic sustainability, the second subtheme, environmental and social sustainability, was identified as a central concept of *Fair Tourism* by operators. It has been mentioned and discussed by all the interviewees when they describe their core value of operation and their perception of *Fair Tourism*.

As a result, sustainability applies to *Fair Travel* standards that embed in program development and operation. They aim to reduce the destination's adverse social and environmental effects. For example, the first interviewee opines using disposables as little as possible, and the sixth interviewee advises travelers to use tumblers. The fourteenth interviewee and several other interviewees confirmed that they take walking tours to reduce their carbon footprint. Even though the second operator does not run tour services as a non-profit, she keeps an eye on the detrimental effects of tourism growth and, if discovered any, she organizes a campaign. For instance, she found out recently that Jeju City intends to create a second airport, which will result in an influx of more visitors and the destruction of many forests. Therefore, she has launched a campaign to raise awareness about it.

“For instance, in a local area, we tend to use a lot of recyclable products. So, we talk about how we can reduce the consumption of disposables.” [First interview]

“Second, we think a lot about the environment. We do not use disposable products for our tours. It’s not easy, but we recommend our customers to use a tumbler for drinking coffee.” [Sixth interview]

“We walk for more than an hour on a low-carbon trip that minimizes carbon generation. Moreover, we strive to reduce disposable products (tumbler, handkerchief, use) consumption and water usage. In addition, we should not leave food.” [Fourteenth interview]

“We monitor the negative impacts of tourism development and also keep an eye on human rights violations environmental damage caused by development-oriented policies.” [Second interview]

The third most important aspect of *Fair Tourism* that all operators agreed is a Mutually Respectful relationship. As described in interviewee one’s quotation, it refers to a relationship that benefits locals and travelers. Interviewee three stated that this was the most distinguishing and widely accepted feature of *Fair Tourism* by all operators. According to operators two and three, *Fair Tourism* established an alternative perspective to current mass tourism, which typically focuses on tourists' happiness while ignoring locals' perspectives. Furthermore, interviewee two noted that visitors should always be respectful of locals and keep in mind that the area they were visiting was also home to many other people.

“Well. We can say... it is a relationship. We see *Fair Tourism* as a structure that makes the relationship between travelers and a tour agency, and the destination in *Fair Tourism* industry. I think *Fair Tourism* creates a Mutually Respectful relationship between travelers and the locals.” [Interviewee one]

“When people think of travel, it’s a traveler-oriented trip. Travelers should be happy, but travel destinations should be happy too. I want both of them to be happy. We are a company that pursues travel that makes both of them happy. In conclusion, I think that *Fair Tourism* has a traveler’s point of view and a destination’s point of view” [Interviewee three]

“*Fair Tourism* proposes a new paradigm of travel by letting travelers consider their impacts on locals. Travels should always be respectful towards locals and bearing in mind that the place they are on vacation is home to many others. Fairness was founded on the important premise of mutual equivalence and mutual consent.” [Interviewee two]

Engagement of locals, according to interviewees one and six, lets travelers interact with locals. For example, interviewee six said that the shop owners were the guide who explains their shops. By explaining what they did, travelers could be informed and ask questions during the conversation with owners, which let them understand the region. Operator four replied that by encouraging locals to participate and allowing visitors to directly experience local culture, such as enjoying local food or engaging with locals, visitors would be able to learn more about the destination while also gaining a deeper understanding of the locals in greater mutual respect.

“We let local residents and local organizations participate.” [Interviewee one]

“Our tour’s special feature is that our guide does not explain. Instead, the shop’s worker/owner explains their business (their core value and how they contribute to society as social entrepreneurs, etc.), so the travelers can understand how passionate the shop is about their business. (*Fair Tourism* is a trip that travelers can listen to the residents’ stories and communicate with them). Sometimes, when we do tour, the locals welcome us, and sometimes they give us fruits. Our tour is full of warm-hearted people with a rural ambiance” [Interview six]

“I felt that the programs had to be changed to interact with locals and understand the local culture. When it comes to traveling, I want to create a program where travelers can get along with the culture and the people in the area so that travelers can get interested in the area and the locals. If I make the tour in this image, travelers can never look down on the locals or their culture. We let travelers experience and listen to the explanations to understand the culture.

Then, no matter how badly the area is poor, travelers do not judge or look down on the people in the area. They do not judge the locals and their religious aspects. They've been through these experiences" [Interviewee four]

The last subtheme of definition was Fair Trade between locals and tourists. 40% of *Fair Travel* operators believed that fairness was consistent with fair and honest transactions in which operators disclose information to travelers. Nevertheless, few operators highlighted the importance of this subtheme, comparing that all operators agreed on the three subthemes above. This subtheme was significant to six operators. Interviewees three and eleven mentioned that compulsory shopping and extra fees not specified on the itinerary should not be incurred. According to operators, tourists were often asked to pay the entrance fee to a museum included in the itinerary on mass package tours. They said tourists assumed that the museum fee was already included in the tour program price since the entrance fee was part of the itinerary. However, because package tour agencies did not inform visitors that the entrance fee was not included in the tour fee, travelers believed that the agencies had deceived them. To prevent this and make an honest transaction with travelers, *Fair Travel* operators, including interviewees one and fifteen, disclosed the information and did not charge an uninformed additional fee. This feature differed from the first subtheme, economic destination contribution, in that the subject of economic contribution was not the same. The fourth subtheme focused on reasonable transactions with travelers, while the first subtheme focused on ensuring economic contribution to partners and locals. For example, the first subcategory explained no underpay for workers and asking no commission fee to 'partners.' However, the fourth subtheme was a promise with 'travelers.'

"Fairness in the transaction means the tours that don't force travelers to do something they don't want." [Interviewee three]

"From the producer's point of view, fairness is not to deceive consumers. We do transparent business with all travel infrastructure partners. We disclose all the infra costs." [Interviewee eleven]

"I believe that fairness occurs when the information is transparent in the relationship between a certain traveler and a travel agency. The travel agency's information should be shared with the travelers. I guess in this relationship, the transparency of the information is the fairness." [Interviewee one]

“Anyway, we let the participants know how the money is used.” [Interviewee fifteen]

#### **4.2 The Relationship Between *Fair Tourism* And Three Foundational Concepts Including Sustainable Tourism, Responsible Tourism, And Fair Trade**

To further understand the meaning of *Fair Tourism* to operators, the interviewees were asked their opinion on how *Fair Tourism* was similar/different from three foundational concepts, including Sustainable Tourism, Responsible Tourism, and Fair Trade. These questions were necessary to define the relationship between *Fair Tourism* and the other three types of tourism since the foundational concept of *Fair Tourism* varied from researchers. Three themes emerged from the responses: Sustainability Is A Common Feature; Traveler’s Attitude In Responsible Tourism; Similar Value With Fair Trade (Table 4). It is noticeable that all operators agreed that Sustainable Tourism and *Fair Tourism* were similar or the same term because they both share the attribute of sustainability. The second noticeable point is that seven out of fifteen interviewees stated that Fair Trade and *Fair Travel* were different industry. Responsible Tourism, according to four respondents, was different from Responsible Tourism, considering travelers’ responsibility, whereas *Fair Tourism* aimed for both travelers and residents to be happy.



Table 4. Three Subthemes That Reveal the Relationship Between *Fair Tourism* and Three Foundational Concepts

Subthemes	Agreement Level	The definition of subthemes	Example phrases
Sustainability Is A Common Feature	15 out of 15 operators	Sustainable Tourism and <i>Fair Tourism</i> are similar or the same term because they both share the attribute of sustainability	‘We used Sustainable Tourism too since both agreed that Sustainable Tourism has a comprehensive viewpoint.’ ‘It’s not just about humans, but animals shouldn’t be abused either.’
Traveler’s Attitude In Responsible Tourism	4 out of 15 operators	Although <i>Fair Travel</i> recognizes the equality of locals and travelers, Responsible Travel emphasizes the obligation of travelers on the destination	‘Responsible Tourism highlights ‘who will take responsibility.’ ‘It’s not just about humans, but animals shouldn’t be abused either.’
Similar Value With Fair Trade	7 out of 15 operators	<i>Fair Travel</i> and Fair Trade have similar values, the industries are not the same	‘Fairtrade copes with trade, and <i>Fair Tourism</i> deals with travel and tour. However, it is common for both industries to pursue a fair structure.’

As Table 4 presented, it was noticeable that fifteen out of fifteen respondents identified that Sustainable Tourism and *Fair Tourism* were similar because both position sustainability as a core value. They agreed that both tourisms consider that economic, environmental, and social sustainability are important, as shown in interviewees three and fourteen’s quotations. *Fair Tourism* operators practiced this sustainability in the operation of tour program and their businesses. To protect the environment, they usually went on a walking tour. If they were unable to do so, they attempted to reduce the use of airplane transportation by taking a bus or a large car that could transport many people at once while minimizing carbon footprint.

“We used Sustainable Tourism too since both agreed that Sustainable Tourism has a comprehensive viewpoint.” [Interviewee three]

“*Fair Travel* is Sustainable Tourism that includes economic, environmental, and socio-cultural sustainability and is a Responsible Tourism branch (WTO, Global Code of Ethics for Tourism). It is an alternative to tourism that encourages reckless development of the region, damages the environment, and exploits residents. *Fair Tourism* is a major agenda that preserves natural ecology and local culture while ensuring the region's sustainability with tourism that guarantees residents' lives.” [Interview fourteen]

Respondents eight and ten highlighted that they needed to preserve animals and plants as well as humans. They pointed out that *Fair Tourism* operators and travelers should not attend festivals that forced animals and plants' sacrifice. Respondent six showed her concern about sustainability because it was critical for the region's long-term growth and the operators' long-term business.

“Some people feel pleasure when they catch animals and plants. For example, have you heard about the Icefish Festival in Injae (name of the city in Korea)? One of *Fair Travel's* values is avoiding festivals that force the sacrifice of animals and plants. In the case of sustainability, I think we should keep thinking about it. There should be a foundation for it, but there are a lot of things that need to be developed to make a foundation. I agree with the concept of sustainability.” [Interviewee eight]

“It's not just about humans, but animals shouldn't be abused either. There should be no exploitation of all the harvests, crops, etc. This is how I explain the part of *Fair Travel*.” [Interviewee ten]

“We are trying to make village trips sustainable. As I said before, because of covid-19, it is difficult to travel abroad. So, the trend is to travel within Korea. In this sense, we consider our tour sustainable not only because of that but also because our tour collaborates with the local residents. Since the locals have lived for twenty to forty years in the region, we can work with them sustainably. Furthermore, we also help the shops in the region to make them keep their businesses for a long period (provide economic help to local shops and collaborate with the locals), which I think are included in *Fair Tourism* and village tours.” [Interviewee six]

Responsible Tourism, according to four *Fair Travel* operators, was different from *Fair Travel*. The rest of the respondents answered that they did not know the differences/similarities or didn't answer the question.

The dissimilarities on the subject, according to the four operators, were different. While *Fair Travel* acknowledges locals' and travelers' equality, subject three stated that Responsible Travel emphasizes travelers' obligations to the destination. Interviewee two noted that the word "responsibility" was a notion that the strongest take to the weakest. Because she said the first company that adopted *Fair Tourism* in Korea wanted to establish equal footing between locals and visitors, they used the terms 'Fair' Tourism and 'Fair' Travel.

"Well, Responsible Tourism and *Fair Tourism* show some similarities. Nevertheless, the point is the object that each tourism emphasizes. Responsible Tourism highlights 'who will take responsibility.' That means it has a point on travelers. Responsible Tourism starts in England. When Europeans traveled to Asia, South America, and Africa, they discussed the things not to do on tour, and it became the start of Responsible Tourism. In other words, it began by emphasizing the responsibilities of 'Travelers.' Of course, after time passed, it included the concept of economic contributions to the residents and village tours. However, it talks about travel from the viewpoint of travelers." [Interviewee three]

"We (*Fair Tourism*) do not require travelers to be responsible tourists and good consumers since it is a bossy attitude. We use the term '*Fair Tourism*' because our goal is to create a structure in which fairness and justice are transparently projected in view of procedural justice. People need to consider if it is fair and if justice is embedded in every structure, system, and process. People should examine if there is anyone who feels wronged, anyone who is victimized, and anyone who is taken away." [Interviewee two]

Another notable finding was that seven out of fifteen operators described that *Fair Travel* and Fair Trade values were similar, but there was a clear difference in terms that industries were not the same. *Fair Tourism* allowed consumers (travelers) to go to the production site (destination) to purchase services and communicate with producers. At the same time, Fair Trade provided products/services from the production site to the customer, who only bought the product value rather than the experience, as mentioned by the first and third interviewees.

"Fair Trade is in a totally different industry. Even though the structure of Fair Trade is the same as the structure of *Fair Tourism*, they are dealing with different things. Fair Trade copes with trade, and *Fair Tourism* deals with travel and tour. However, it is common for both industries to pursue a fair structure." [Interviewee one]

“Therefore, it is true that if you use Fair Trade to explain, people would easily understand the concept. However, there are some differences. Fair Trade is a trade, which is a way of trading goods. It is a form of moving from the production area to the consumer’s area. *Fair Tourism* is the opposite. Travelers (consumers) move to the destination (production area).” [Interviewee three]

#### **4.3 Other Activities That Constitute *Fair Tourism* From Operators’ Perspective**

The interviewer asked what other activities operators do to constitute *Fair Tourism*. They replied that they aimed to maximize revenues while maximizing societal and environmental benefits as social entrepreneurs. The analysis found that those social activities can be grouped into three subthemes: Raise Awareness of *Fair Tourism*, Social Contribution, and Travel Opportunity for All (Table 5).

*Fair Tour* operators, particularly those who were among the first to promote this type of tourism, stated that they initially focused on raising awareness of *Fair Tourism* through promotions, research, and conferences. Operators' efforts to contribute to society, such as providing work for locals or ensuring that their tour does not disturb residents, were referred to as a social contribution. The third theme, travel opportunity for all, explained the opportunities for disabled or underprivileged people to travel that the operator offers for free.

Table 5. Key Activities that Constitute *Fair Tourism*

Subthemes	No. of Respondents	The definition of subthemes	Example phrases
Raise Awareness of <i>Fair Tourism</i>	15 out of 15 operators	Raising awareness of <i>Fair Tourism</i> through promotions, research, and conferences.	<p>‘Education for residents - Guide training.’</p> <p>‘Consulting - Mentoring and consulting latecomers in similar areas.’</p> <p>‘We have worked on the Seoul Metropolitan Government Ordinance on Promotion and Support for <i>Fair Tourism</i>.’</p>
Social Contribution	7 out of 15	Operators’ contribution to society, such as providing a work for locals or ensuring that their tour does not disturb residents.	<p>‘I thought let us start to train career break women and use them as instructors, resulting in creating a lot of jobs.’ [Tenth interviewee]</p> <p>‘We strive not to block the passage of residents, and always care of travelers’ actions while traveling.’</p>
Travel Opportunity For All	6 out of 15	The opportunities for disabled or underprivileged people to travel that operator offer for free.	<p>‘We offer free tours for people with mental illnesses, developmental disabilities, or children from low-income families at local children’s centers.’</p> <p>‘Everyone should be guaranteed to get the opportunity to travel even if they are disabled or non-disabled, old or have children, or poor.’</p>

Raise awareness of *Fair Tourism*, the first subtheme on Table 5, described the business activities that promote *Fair Tourism*. Four operators, especially first-generation *Fair Tourism* operators, engaged in public-facing activities such as campaigns, research, and conferences to promote *Fair Travel*. According to respondents one, two, three, and four, these public promotions were held at the beginning of *Fair Tourism*.

Now that interest in *Fair Tourism* and the number of operators are increasing, all operators offer consultancy and *Fair Travel* operator training to prospective operators to expand the industry. Interviewee thirteen, in particular, demonstrates the best practice that most operators use to establish *Fair Tourism*. He mentioned that operators do training programs to educate residents as tour guides and planners. They organize consultations for latecomers such as future village travel agencies and academic research for tour program development.

“Since 2010, we began talking about *Fair Tourism* by operating a conference to discuss if *Fair Tourism* is possible. From 2007 to 2014, we have discussed what *Fair Tourism* is. We have argued that travel is not a problem of where to go but how to do it. Furthermore, *Fair Tourism* is not choosing a *Fair Tour* package but letting travelers think about being *Fair Travelers* and design their travel. *Fair Tourism* is a problem that individual travelers should consider. We encourage networking among *Fair Travelers* to let them get information and insights. We also conduct *Fair Tourism* policy research and suggestion, over-tourism monitoring, discussion.” [Interviewee two]

“Education for residents – Guide training, training to be *Fair Tourism* planners, etc. Lecture - Information on fostering a community of residents. Consulting - Mentoring and consulting latecomers in similar areas, such as village travel agencies and cooperatives. Design - Posters for promotion of tour programs, village map-making, storytelling booklet making, etc. Academic and Research - Regional Content Development, Tour Program Development, Tourism Resource Survey, etc. Social Contribution – Provides tours, lectures, and others to the vulnerable.” [Interviewee thirteen]

According to interviewee three, six *Fair Travel* operators contributed to developing the Local Government Ordinance on Promotion and Support for *Fair Tourism* by working with the Seoul Metropolitan, Daejeon Metropolitan City, Jeollabuk-do Provincial, and Gyeonggi-do Provincial government for more constructive industrial development.

“For your information, during the past three years, we have worked on the Seoul Metropolitan Government Ordinance on Promotion and Support for *Fair Tourism*. We have worked with Daejeon City, Jeollabuk-do, Jeju-do, Gyeonggi-do, and recently Seoul developed an Ordinance on Promotion and Support for *Fair Tourism* to define the norm and the purpose of *Fair Tourism*. As I explained, ordinance also used the definition of fairness between travelers and destination.” [Interviewee three]

Social Contribution was the second subtheme, which referred to tour operators' contribution to support the community. Their social contribution varied from creating jobs for locals, volunteering for the community to not disturbing residents' life and destination. Respondents six and ten mentioned creating opportunities for locals, such as recruiting career break women as guides or partnering with *Fair Tour* operators who had completed a training program. In countries like the Philippines and Thailand, operators one and three even volunteer to help finance the construction of a community center. In Korea, interviewees one and nine described their support for the youth study center, and *Fair Tour* operator three volunteered to make masks and distributed them to residents near their office at the start of Covid-19. Apart from direct social contribution, operators five and eight tried their hardest not to hurt the residence, such as keeping the volume of their voices low or using a wireless microphone.

“So, I thought let us start to train career break women and use them as instructors, resulting in creating many jobs. At that time, even though tour agencies were hard to survive, we created jobs and operated tour agencies successfully for the first time in Busan as a social enterprise.” [Interviewee ten]

“A few years later, we have cooperated with some governmental institutions to help with disaster relief in the Philippines. People have sympathized and donated to provide shelter. Our policy is to make as many people as possible empathize rather than acting alone. Therefore, we founded a school and helped the emergency relief funded by governments and people. Currently, everyone is encountering/suffering from Covid-19. At the beginning of the pandemic, we could not easily get masks. So, our employees have invested their money to make masks and hand sanitizers to donate to people. Moreover, people from Chakbansa (The *Fair Tourism* community that travelers who used the third interviewee's company' *Fair Tourism* made) also have participated in donating masks. Recently we are trying to donate books to Nepal. Even though it is not easy to do these kinds of social contribution activities, we have been trying our best.” [Interviewee three]

“We strive not to block the passage of residents and always care of travelers' actions while traveling. I tell our customers to at least keep the ethical behavior that must be observed with the residents in mind while traveling, rather than exaggerating the word '*Fair Travel* rules'” [Interviewee eight]

Apart from the two subthemes mentioned above, one-third of operators, especially interviewees six and seven, indicated that providing free *Fair Tours* was part of their social mission as social entrepreneurs.

*Fair Travel* three advocated for all to have the opportunity to travel, whether they were disabled or not, old or with children, or in poor health. As a result, five operators, including interviewees three, six, and seven, claimed to provide free tours to the poor, disabled, and children who have never had the opportunity.

“The next thing we do is doing our duty as a social enterprise. We provide tours for the underprivileged. We offer free tours for people with mental illnesses, developmental disabilities, or children from low-income families at local children’s centers. For example, there is a group that provides living space for people with developmental disabilities or mental illnesses called the Consumer Cooperative. We collaborate with the people who work there and offer free trips a few times every year. There are local children’s centers in Seodaemun and Mapo-gu. Last year I continuously gave free tours to the children in local children’s centers. This year, we are continuing our tour with people who have developmental disabilities and mental illnesses for free.” [Interview six]

“For the disabled who have the hardship to walk, we operate a separate walking tour for them once a month, especially for people with developmental disabilities. In short, we promote the culture of walking in our daily lives and provide continuous social services for the underprivileged, focusing on the Galmae-Gil, which presents Busan (Galmae trail is a famous tracking course in Busan).” [Interviewee seven]

“The first definition is equal opportunity to travel. You know, there is an expression, “Tourism For All.” It was used by UNWTO in 1991. Everyone should be guaranteed to get the opportunity to travel even if they are disabled or non-disabled, old or have children, or poor. It’s similar to the pursuit of happiness. To sum up, everyone should have the right to travel.” [Interviewee three]

#### **4.4 Implementation of Sustainable Supply Chain Management in *Fair Tourism* Programs**

Using the SCOR model, the study investigated how operators implement and manage *Fair Tourism* programs from a sustainable supply chain standpoint. The findings explained the SCOR model’s order: PLAN, SOURCE, MAKE, DELIVER, and ENABLE. Because one of the interviewees is an NGO that does not operate *Fair Tour* programs and focuses solely on raising awareness of *Fair Tourism*, fourteen respondents asked supply chain-related questions.



#### 4.4.1 PLAN

The interviewer asked two questions to understand better how *Fair Tour* operators manage their *Fair Tour* program supply chain, particularly during the planning stage. The first question was what travelers expect from *Fair Travel* programs. The second question was how operators assess the needs of travelers. The responses to the first question were divided into three groups: Local Interaction, Beauty of Area, and Consume Fair Value (Table 6) . Eleven interviewees stated that travelers sought new experiences, including local interaction and enjoying the new beauty of the region.

In comparison, three interviewees stated that travelers participate in their tours because they agree on Fair Value consumption. For the second question, all respondents said they use written or face-to-face surveys to determine travelers' needs. The researcher covered each of the detailed responses for the first and second questions in the following sections.

Table 6. Subthemes Associated with the Planning Stage

Question	Subthemes	No. of Respondents	The Definition of Subthemes	Example Phrases
Customer's Expectation	Local Interaction	11 out of 14	Travelers expect to engage with the host community and learn more through their experiences	'We let travelers interact with residents or exchange cultures with each other on at least 2-3 tour itineraries.'
	Beauty Of Area	2 out of 14	Operators aspire to have travelers experience the beauty of the area that they have never seen	'In Mapo-gu, there is a local gift certificate that people can use only in Mapo-gu called "Moa Money." The travelers reviewed it as a new experience.'
	Consume Fair Value	2 out of 14	Travelers proceed on this trip is to consume Fair Value	'Consumers now have a strong understanding of the climate crisis and a strong sense of citizenship that they are willing to pay a Fair Price to find their rightful rights.'
Measure Travelers' Needs	Written Surveys and Face To Face Interview	14 out of 14	Operators conduct feedback sessions through written surveys or face-to-face interviews to check travelers' needs	'We have some questionnaires that we assess. That questionnaire leads the face-to-face survey.'
				'We do a survey after the trip.'

Meeting customers' expectation is important on planning stage. When the interviewer asked what customers usually expect on this *Fair Travel*, respondents stated that travelers were expected to engage with the host community and learned more through their experiences, according to eleven respondents. 'Interaction with locals' was a common subtheme in their responses. Most tour operators cited local interaction as a novel experience that travelers have not had with other tour companies.

For example, interviewee three said that instead of kayaking, travelers were given the opportunity to speak with the people who made kayaks. Or they provided customers a chance to meet and talked with the people who were renovating the Angkor Wat.

“We let travelers interact with residents or exchange cultures with each other on at least two-three tour itineraries. For instance, I am not sure you have been to Cambodia, but there is an Angkor Wat. Most of the people visit Angkor Wat; however, it is not an easy chance to meet the people who renovate (Angkor Wat). We developed the tour that let travelers meet the people who renovate it and then learn what construction technology was like, what kind of stone do they use, and others. We could not make this possible in every single itinerary. So, we choose some important itineraries and then help customers have a chance to interact with the residents.” [Interviewee three]

Domestic *Fair Travel* operators, as seen in the quotations of interviewees five and six, aspire to have travelers experience the beauty of the area that they have never seen. Especially, interviewee six let travelers had a new experience by using local money to buy local products at the traditional local flea market.

I let them know about my hometown, asked about each other, went to the café, and talked. What I am looking forward to from travelers is rather than trying to get a lot out of the program, I just want them to relax and have a pleasant day. I do not know exactly what kind of expectations travelers have, but most people say it was good to see different village scenery, eat tasty food, and listen to various stories.” [Interviewee five]

“I think we need to make our customers feel like each one of them matters, like they are the main focus of the tour. For example, customers were being led in mass tourism by the guides, but we want to let them know that every one of them is significant. We try to limit the group to less than ten people and not to exceed twelve at most. The residents have their experiences in the area. Instead of the customers getting dragged by the guides, they will have the chance to forge good relationships with the locals by experiencing local activities. I think that is what they're aiming for in order to bring their own sense of self into *Fair Travel*. To encourage local businesses, we use local money too. In Mapo-gu, there is a local gift certificate that people can use only in Mapo-gu called “Moa Money.” It is not made by the local government but rather by the residents. Therefore, if people buy something and pay with Moa Money, then the money that they spend will be circulated in the area. Basically, it saves the local economy.

Therefore, in some tours, we change some of the tour fees to Moa Money and encourage them to eat or buy in Mangwon Market (Mangwon-Dong is one of the districts in Mapo-gu) to make the local market alive. (To sum up, it increases money inflow from other regions and induces spending in the local market). The travelers reviewed it as a new experience. Sometimes, they buy Moa Money to use in the market when they revisit the Mangwon market. For them, it is a new experience, and it makes them think that they are doing ethical consumption.” [Interviewee six]

According to the two respondents, one of the reasons why travelers proceed on this trip is to consume Fair Value. Travelers tend to pay for the value of *Fair Tourism*, such as maintaining environmental protection or paying labor costs without underpaying, according to interviewees seven and fourteen.

“Then people get to think about it. ‘Since I walk on two feet, I’m not making any carbon dioxide, and because I also buy something from the local shops, the value of *Fair Tourism* is practiced naturally.’ People don’t care about the government that protects the environment. They care about a government that saves their electricity bill. Our product has value on walking travel, which contributes to getting healthy while traveling and not leaving the carbon footprint. It’s also considered safe to travel by foot in this covid-19 situation too. That’s why people think this tour is valuable. We walked to Goseong, Gyeongsangnam-do, which means the travelers complete their goal (to walk there). Once they start, most of them manage to finish the trail. We don’t use the term *Fair Travel* or value-based travel anywhere on our products and marketing. However, it’s obviously *Fair Tourism*.” [Interviewee seven]

“Consumers now have a strong understanding of the climate crisis and a strong sense of citizenship that they are willing to pay a Fair Price to find their rightful rights. They have a sense of community that everyone, including nature, is not left out, is not damaged, and is created together.” [Interviewee fourteen]

Shown on Table 6, respondents had a similar response to the second question about how operators measure customers' needs. Respondents frequently indicated that they conducted feedback sessions through written surveys or face-to-face interviews, as stated by the first interviewee. Before and after the visits, they said they perform surveys. They sometimes learned about travelers' opinions by chance during the post-tour gathering meeting, as defined in the quote from interviewee four. According to interviewee eight, the main aim of the survey is to look back on previous tours and reflect travelers' needs for future tours.

“We have some questionnaires that we assess. That questionnaire leads to the face-to-face survey. If we could not do it at the destination, then as you said, we did a written survey. For the customers, we send a link that they can do surveys through the phone right at that time after the travel.” [Interviewee one]

“We do a survey after the trip. We don’t have a lot of tours, so the participants are the only ones doing the survey. As I told you, we target funding programs and outsourcing services, so customers’ feedback is very important. On the other hand, sometimes the company who requested the tour asks for the report. All results of the surveys are reflected in the trip.” [Eighth Interviewee] “I always do interviews and surveys at the end of the program. I make sure to do a survey. Besides the survey, we give anonymous feedback, and I think that is about it. Most of the time, we have follow-up meetings in Korea (those meetings refer to travelers’ gatherings after the tour and are led by travelers, not by operators). Even if we do not take the lead, the participants get close, and there are several follow-up meetings. Actually, I got a call from a team yesterday asking if I can join them. They were the tourists that went to Inner Mongolia together in 2014. They said that they were planning to have a gathering after Chuseok (the mid-autumn festival). A lot of improvements and evaluations are mostly made at such meetings.” [Interviewee four]

#### 4.4.2 SOURCE

Given the fact that supplier management was resource management in the tourism industry, the researcher asked the following three questions: the interviewer first inquired whether they collaborate with others or operate their lodging, transportation, and restaurant. The second question was what criteria they use to choose partners for *Fair Tourism*. The answers to the first question are diverse and can be categorized as Local Partners (Table 7). Every respondent mentioned that they collaborate with local partners on the first questions. Besides the fact that the partners were local, criteria to choose partners are grouped into two subthemes: Organizations That Share Similar Viewpoint and Social Engagement. Six subjects reported that they prefer partners who shared their values or pursue common goals, while two subjects stated that they consider the social contribution of their partners. It was important for them to ensure that their partners worked well together and selected the right individual to work with. As a result, the second question was posed: how can operators ensure that their partners' work was compliant with *Fair Tourism* principles?

The responses were grouped into three subthemes: Educate Partners, Check Regular Basis, and Trust. The majority of them mentioned that they educate partners about what constitutes *Fair Tourism*. Three of the 14 operators said they check regularly, and two said they did not take action because they trusted their collaborators.

Table 7. Subthemes Associated with the Sourcing Stage

Question	Subthemes	No. of Respondents	The Definition Of Subthemes	Example Phrases
If They Work With Partners	Local Partner	14 out of 14	Operators work with local partners rather than own their branches	‘We cooperate with local partners most of time.’
Criteria To Choose Partners	Organizations That Share Similar Viewpoint	6 out of 14	Operators prefer organizations that share a similar viewpoint	‘We look for organizations that pursue <i>Fair Tourism</i> like us.’
	Social Engagement	2 out of 14	Operators consider whether they make a positive contribution to society	‘They provide free bread to the elderly and children in need.’ ‘As I said earlier, we select stores that are trying to save the planet from environmental problems.’
Ensuring Partners Follow <i>Fair Tourism</i> Principles	Educate partners	5 out of 14	Give a mentoring to improve their partners steadily so that their partners can do their part well	‘When developing <i>Fair Travel</i> in the area at first, we talk about what kind of travel we want to develop. We let local residents and local organizations participate.’
	Check Regular Basis	2 out of 14	Operators check if their partners doing well on a regular basis	‘Check again if unnecessary plastic bags are used, if paper cups are used in restaurants, and if this is a route that bothers residents when visiting the village.’
	Trust	3 out of 14	Operators do not encourage their partners to keep the rules	‘I don't have to ask them to do <i>Fair Travel</i> . They're already doing <i>Fair Travel</i> .’

All respondents said they work with "Local Partners" when asked if they work with suppliers or operate their own accommodation and transportation. Two operators mentioned that they are constructing their guesthouse, but they are still collaborating with local partners. This research came up with two key points in response to this issue. First, interviewees referred to suppliers as partners, demonstrating the operators' respect for their partners as first and eighth interviewees. Second, every respondent said they collaborate with local partners and stressed the importance of doing so in order to create a virtuous circle, as stated by the ninth interviewee. Rather than major hotel chains, tourist restaurants, or big tour bus companies, the eighth interviewee described cooperation with local partners as crucial. This is because, as the first and third interviewees said, to be sustainable. More importantly, they make sure that all sales made in the area go back into the pockets of the residents, ensuring the region's long-term sustainability. This finding depicts that operators put their idea of *Fair Tourism*, which includes economic destination contribution, into practice in their operation.

“We cooperate with local partners most of the time. Recently, our Japan branch bought the ruined house and is remodeling to the guesthouse. The guesthouse is remodeling. Usually, we collaborate with local partners, partners that our partner suggested, partners that our partner already has, or businesses run by locals. We aimed for locals to earn money and make the tour program sustainable.”  
[Interviewee one]

“We want a local partner. The reason is that, as I mentioned earlier, I believe that having local partners is the way to be sustainable. It’s good to grow upon a town level, an NGO, a small business, or even an individual. So we’ve been talking about that. We don’t want to become a Samsung. We hope that there are more than a hundred companies like us. Since the companies like us need to grow to root in the area and make a horizontal network, we have a branch in Nepal, Cambodia, and Laos. In Korea, we have a branch named Jeju Good Travel and Ulsan Good Travel.”  
[Interviewee three]

“We don't run it ourselves. We all have partnerships we work with. We have partnerships with tea places, independent bookstores, restaurants, and workshops. If they are franchises or large corporations, they are excluded. Native restaurants that originated in the region can be targeted for our partnerships. The owner of those restaurants or people who have a certain influence in the region - such as local creators, are the people who we try to partner with.” [Interviewee eight]

“If we go abroad, we don't use the existing tourism industry system. Local travel agencies and local accommodations such as homestays or organizations run by local civic groups are our favorites.



However, there are some cases that we could not use local resources, then we sometimes use regular hotels. I'm trying to use local partners for guides and transportation. If we use homestay, then we eat in those locals' homes. Sometimes, the community makes food and procures food for us." [Interviewee nine]

Besides being locals, six interviewees disclosed that they prefer organizations that share a similar viewpoint. Interviewees one and eleven said they'd like to work together with organizations that pursue international development, Sustainable Tourism, or *Fair Tourism*. Interviewee eleven said they chose partners among attendees of Sustainable Tourism conferences. Interviewees fourteen stated that they explained their perspective on tourism first and then worked together if the partner agrees to pursue similar values.

"We look for organizations that pursue *Fair Tourism* like us. If we find the organizations, we communicate online first and then go and meet in person. As I said before, many businesses do international development. We collaborate with social organizations, NGOs, and local organizations to use their networks, and we provide our expertise, tours." [Interviewee one]

"We mainly choose from partners that pursue Sustainable Tourism." [Interviewee eleven]

"In the beginning, suppliers don't understand *Fair Travel*, so I need to explain what we do now for developing sustainable Hawseong city and what *Fair Tourism* is all about and encourage their participation. Then most of them join our program." [Interviewee fourteen]

The social engagement of their partners is one of the requirements for fourteen percent of interviewees. The fifth interviewee considered whether they made a positive contribution to society. He used the bakery as an example, which is one of the tour's stops. He chose the bakery since it volunteers to provide free bread to the elderly and local children. In the sixth interview, she mentioned that she investigates to see if locals run the shops and if they are social enterprises, such as shops that use less plastic.

"Yes, they do good things. Two locals run the bakery, and it is located in front of the welfare center, called Daedong Social Welfare. The welfare center is for senior citizens and local children. They provide free bread to the elderly and children in need. They also participate in village festivals and village events.

Fortunately, I could find those socially responsible businesses in my area as I planned this program.” [Interviewee five]

“As I said earlier, we select stores that are trying to save the planet from environmental problems, such as stores that don’t use plastic and stores that recommend using the customer’s shopping basket. We visit those shops, introduce ourselves, and ask if they are willing to work with us. (It is important to ask their willingness to participate). Our tour’s special feature is that our guide does not explain. Instead, the shop’s worker/owner explains their business (how difficult the business is, etc.), so the customers can understand how passionate the shop is about their business. (*Fair Tourism* is a trip that travelers can listen to the residents’ stories and communicate with them). For example, we have a social economy tour in Mapogu. On the tour, we go to other consumer cooperatives, social entrepreneurs, and local companies and let travelers know what these people do and how important their actions are.” [Interviewee six]

On the SOURCE stage, it’s critical to ensure that partners uphold the *Fair Tour* principles after choosing whom to work with. As a result, the second question was how they ensure that their partners follow the principles. On the second point, five operators said they inform them about it. Interviewees one and thirteen used discussion and conversation to communicate their program development goals to their collaborators. According to interviewees three and nine, running a *Fair Tour* guide training program to expand the industry and then partnering with professional partners would be a brilliant idea.

“You’re right. When developing *Fair Travel* in the area, at first, we talk about what kind of travel we want to develop. We let local residents and local organizations participate. Then we let them know our goal to develop our program.” [Interviewee one]

“We mentor them to develop themselves steadily so that they can do their part well. We do not enforce the principle of *Fair Travel*. Moreover, I don’t think general travel is wrong.” [Interviewee thirteen]

“This is the moment that I began consulting. I started to think about how individuals who do run small village tours and do not have enough money survive in this market that global OTA dominates. Then I paid attention to sowing the seeds first (creating a stable foundation of FT), not connecting the products that already exist. Not only is it sowing itself, but I should also focus on what type of seeds I should sow. Because even if the seeds grow, if the fruits are limited, I could not make it a *Fair Tour* program. Therefore, I thought I should focus on thinking about types of local seeds I sow and sowing the local seeds.

Before assessing the program critically if it is good or bad, the first thing I should focus on is why the locals want to do it. From their perspective, they want to earn money and want tourists to come to their village. I think it is their natural interest. In this sense, it has taken three years to educate local curators/guardians. I let them think about what the most precious thing in the area is. I ask what a unique point in the area is other than the one-sided consumption by travelers. So that they can get power to say “no” and say, “do not enter this area.” Travelers have the power to take the initiative and be respected by travelers.” [Interviewee three]

“Um... in domestic travel, we worked with partners who took a *Fair Tour* operator training program most of the time. I mentioned before that the people who participated in the training course become cooperatives or tour operators. They are people who make cooperatives or plan a trip.” [Interviewee nine]

Interviewee twelve prefers a strong agreement, such as an MOU, to ensure that the principles are followed. Interviewee fourteen stated that they review regularly.

“By signing an MOU (agreement memorandum), we share and agree that keeping a Fair transaction method and allocating profits is the way to help sustainable operation.” [Interviewee twelve]

“Plan the tour and make sure that the discussions we had earlier are well done through pre-tour. Check again if unnecessary plastic bags are used, if paper cups are used in restaurants, and if this is a route that bothers residents when visiting the village.” [Interviewee fourteen]

While others inform their partners about the principles, three operators don’t encourage their partners to keep the rules. Since they trust their partners, they do not encourage their partners to pursue the *Fair Tour* principles. From respondents five, six, and eight’s point of view, partners are selected since they are either doing well or traveling fairly.

“They’re just people who do good things, so I don’t have to ask them to do *Fair Travel*. They’re already doing *Fair Travel*.” [Interviewee five]

“Most of the places we go to are social enterprises. They think a lot about it too. They think about how much they should contribute to society and pursue profits. So even if we do not discuss it, they think about it on their own.” [Interviewee six]

“When I started this company, I started with trust, and it is enough for me to trust them. So far, there are no such cases that betray my trust in them.

And we keep sharing our vision with them. They do not do things that go against the rules. We don't specifically talk to them about our principles.” [Interviewee eight]

#### **4.4.3 MAKE**

After planning and sourcing, the next step was to MAKE. This study inquired as to what the operators' top priority was when developing a tour program. The responses were divided into two categories: demand and supply. Unveiling the region's beauty was a subtheme in the majority of the answers given by seven operators who prioritized the supply side. They made an effort to use local resources and promote those locations as tourist destinations to promote village tours or domestic tours. Three operators stated that they consider travel trends and demand. After asking about the importance of creating a tour, the author inquired whether there is a distinction between an international tour and a domestic tour, particularly in terms of creating a tour program. However, it was difficult to determine whether international *Fair Tour* operators approach international and domestic tours differently because most of the tour operators who did international travel no longer operate domestic programs. In the following paragraphs, the author examined each of the detailed demand and supply-side responses.

Table 8. Subthemes Associated with the Making Stage

Question	Subthemes	No. of Respondents	The Definition Of Subthemes	Example Phrases
Priority To Make Tour Program	Local Resources	7 out of 14	Operators who consider supply side, use local resources, and strive to unveil the beauty of the region to promote the region	‘We cooperate with local partners most of time.’
	Consider Travel Trends And Demand	4 out of 14	Operators consider demand side, traveler’s needs	‘In the demand side, people don’t buy the program when we don’t consider their needs. So, we make a program that reflects current travel and tourism trends.’

According to seven operators, unveiling the region's beauty and using those places as tour courses to promote the village tour or domestic tour is crucial. They used local resources to ensure the destination's sustainability (Table 8). Since local resources could create a virtuous cycle, using local resources was the top priority for making *Fair Travel* programs, as revealed by this research on the MAKE level. Four operators found the beauty of an area previously undiscovered as a tourist destination or connect the neighboring region to promote the region. *Fair Tour* operator six, for example, created the ‘Forest Walk Collaboration,’ which connected the Gyeonggi Line park in Mapo-gu and Nowon-gu, which were both close by. The parks were once abandoned railroads tracks, but they have since been converted into parks. With many shops around it, the park had rapidly emerged as an area in the city center where people could see parks, restaurants, and shops. They said visitors could communicate with small local businesses by walking alongside the park, resulting in local commercial districts' activation. The eighth interviewee also created tour programs by using community ran shops or café to make local contents.

“Therefore (as a solution), we connect regions with regions. Recently, we collaborated with other regions and developed a tour called ‘Forest Walk Collaboration.’ Let me explain this tour.

In Mapo-gu, there's the Gyeongui line (abandoned railroad track in Mapo-gu. Now it became the park). In Nowon-gu, there is the Gyeongchun line (abandoned railroad track in Nowon-gu. Now it became the park). Have you heard of Gyeongchun Line? We connected the Gyeongchun line and the Gyeongui line. This is urban renewal by using the abandoned railroad as a tour track. We developed a tour that bridges the two parks and the shops near the parks." [Interviewee six]

"So, rather than the well-known places, there are many places developed by urban regeneration, the community, and the project called "creating villages"- and we would like to introduce these places with a story and make them into local content, and eventually connect the developed places to a tour course. I do not think the word travel agency includes these meanings (generating local content and introducing new places with a story). So, I'm determined to create a foundation for the content that belongs to local content agencies. Let us say there is a community-ran cafe in the area and a shop ran by the locals in the form of customer cooperative. We must tell the residents to introduce this place to encourage the tourists to visit. We should let them know what efforts these shops made and how the shops are operated. It would probably be a bit difficult to understand if we say they are social entrepreneurs. I think travel has a role to help them learn these things easily." [Interviewee eight]

Aside from discovering the region's beauty and promoting it, some tour operators considered residents. When interviewee eight designed and ran the tour, his main concern was that the tour program did not harm the locals' lives or the destination. For example, operators used a wireless transceiver to avoid generating noise. They tried not to block the path where pedestrians usually walk to avoid disturbing residents. It's difficult to define if international *Fair Tour* operators took a different approach than domestic tours since the majority of them no longer run domestic programs.

"Also, the simplest *Fair Travel* we're doing is as follows: we use a wireless transceiver. Everyone uses it because of Covid-19, but we use it to protect the resident's rights to live in a peaceful village by using the wireless transceiver. If you look at people from other travel agencies, some guides talk with a huge microphone around their waists. I avoid this from happening. Secondly, we try not to block the people's passage. Most of the trips take place on the streets, and when that happens, there are times when the tourists block the roads and stop the locals from passing through, or they control the locals not to walk and give commentary on tour. Those two are things that I should avoid." [Interviewee eight]

Other than the supply side, some operators consider the demand side, especially travelers' needs. Interviewee one expressed that they reflect tourism trends, and interviewee three stated that they make sure their tour reflects consumers' needs. As described in the PLAN stage, operators expressed that travelers already expected to meet local interaction, the beauty of the area, or consume Fair Value. In the case of interviewee three, he considered that travelers participate in the *Fair Travel* program to interact with locals.

On the demand side, people do not buy the program when we don't consider their needs. So, we make a program that reflects current travel and tourism trends. We also think of the price and cost too when we select a destination area." [Interviewee one]

"The priority for the *Fair Travel* program can be translated to the principle of *Fair Tourism*. Our standard to distinguish if it is *Fair Tourism* or not is whether there is an interaction. As I told you before, you cannot communicate with residents at every single moment during the tour. However, at some points, we let travelers interact with residents or exchange cultures with each other on at least two-three tour itineraries. For instance, I am not sure you have been to Cambodia, but there is an Angkor Wat. Most of the people visit Angkor Wat; however, it is not an easy chance to meet the people who renovate (Angkor Wat). We developed the tour that let travelers meet the people who renovate it and then learn what construction technology was like, what kind of stone they use, and others. We could not make this possible in every single itinerary. So, we choose some important itineraries and then help customers have a chance to interact with the residents. Saving the environment and not using plastics are the principles that all people should follow in the destination. We do not say it as *Fair Tourism*. The first principle is that we allow travelers to discover the value through travel. That is why they pay us. Therefore, we need to do our best to make them interact with people in the destination (so that they can feel something or recognize some value in the tour)." [Interviewee three]

#### **4.4.4 DELIVER**

This stage represents handling the delivery of services from partners to customers. Therefore, the interviewer asked how operators ensure their travelers receive the service and products the way that they intended to. Since one of the respondents is a non-profit organization that does not run the program and one of them did not respond to the issue, the total number of respondents to this question is thirteen. Most of the respondents have similar responses, which can be categorized as subtheme Quality Management (Table 9).

Table 9. Subthemes Associated with the Delivering Stage

Question	Subthemes	No. of Respondents	The Definition Of Subthemes	Example Phrases
Ensuring Partners Deliver The Service As Operators Intend To	Quality Management	14 out of 14	Operators perform surveys, reporting, or person-to-person quality control (guide) to ensure that travelers obtain their services and goods in the manner that the operators expect	‘Yes, we do monitor in the destination. So, we talk like “we did great on this part” and “we need to try more on this part.”’

Monitoring took place during the tour, with guides acting as quality control personnel, and after the tour, with suppliers being asked to complete a survey. Above all survey and person to person quality control were main responds. Especially, when operators do, person to person quality control, they usually talk with their partners to coordinate in advance of their program and discuss how to improve their program with their partnes. For example, interviewee four demonstrated that they handled the tour from the planning stage onwards, assigning a guide to act as a quality control individual. Operator one demonstrated a case of assessment after the trip. He explained that they discuss with their partners to determine what they have done well and what they should improve on for future tours.

“However, if you work together from the production stage, the program usually goes well. Another thing is that the guide should always go to the program no matter how bad the conditions are. And even if there is an interpreter there, the leader should always go on the tour together. With local guides or interpreters, there is a high possibility that the travel experience will change for the tour participants because the people here are not our *Fair Travel* agency employees. They have been in the tourism industry there all along. They are usually people who used to do it. No matter how much we educate them about *Fair Tourism* or talk about it, they lead the program the way they usually do. I have done several experiments. The local people tried to simplify and skip the package tour style. As a result, the local guide and general travel agency guide are excluded. This is a kind of precaution - A preventive measure against local maintenance.” [Interviewee four]

“Every time we do a program, we evaluate it when it is over. Yes, we monitor in the destination. So, we talk like “we did great on this part” and “we need to try more on this part.” For instance, in a local area, we tend to use a lot of disposables.



So, we talk about how we can reduce the consumption of disposables and evaluate how to find a way for children who come to destinations to intimately communicate and interact with the local children. We do not approach like, “You should do this or not.” We find the way by traveling together and communicating. Every time we do a program, we evaluate it when it is over. To suppliers, we ask their opinion about what they did well in this tour, what they needed to try more, and how this tour impacted locals. We write annual reports to check the numbers. How many people worked, how the sales increased, and the impact of the contribution to the locals. We keep trying to track these things, but we have ups and downs. Some years we can track, but some years they are hard to track down.” [Interviewee one]

#### 4.4.5 ENABLE

The partnership between suppliers and *Fair Tour* operators is referred to as the enabled level. As a result, interviewees were asked how they keep healthy relationships with their partners. Since one of the respondents was a non-profit organization that does not run the program and one of them did not respond to the issue, the total number of respondents to this question was thirteen. Nine out of thirteen people demonstrated the subtheme Genuine Concern for their partners (Table 9). The rest approached this relationship as a business partnership, emphasizing the importance of abiding by a promise with partners. It can be categorized subtheme Genuine Care. In the following paragraphs, the author categorized each of the detailed answers into two groups of respondents.

Table 10. Subthemes Associated with the Enabling Stage

Question	Subthemes	The Definition Of Subthemes	Example Phrases
Build a Good Relationship	Genuine Care	Operators contact each other on a regular basis to see how they are doing as if they were close relatives or friends	‘I usually send messages to ask how they are doing and give a gift when I visit. I try to keep up with them.’

The interviewees one, four, six, and ten all mentioned that they contacted each other regularly to see how they are doing as if they were close relatives or friends. When they go on trips, they also handed out gifts to their partners. They revealed that they genuinely care for their partners in these findings. The fifteenth interviewee stated that before the program, they discussed how the tour would go by treating partners with respect.

“I usually send messages to ask how they are doing and give a gift when I visit. I try to keep up with them. We have a center for social contribution. We support community centers for children by offering a rent fee regularly. In the center, teachers volunteer to help children study. For a social contribution like this, we ask the center for a performance report. However, other than that, we do not ask for a performance report from our partners. Our relationship is a partner relationship, not an employer-employee relationship. Thus, when we do not work together, we work individually and occasionally update how we are doing. And if we do things that need to work together, then we start to collaborate.” [Interviewee one]

“Don’t neglect to contact suppliers. In most cases, the minority societies still consist of large families and with many old people. I’m always worried about them. When they try to go to hospitals, it takes several hours to go from Seoul to Busan (About six hours) by car. Since I am worried, I try to ask about them often - at least once every two or three months or send an email or call them to see if everything is okay. On holidays or weddings, I send presents to families in minority societies. When I go to their houses, we treat each other as if we were family. It is not a business. You can think of it as having close friends.” [Interviewee four]

“To introduce ourselves better, we see each other from time to time and ask if they are doing well. We try to reach out when things are bad... most of their situations are not that good as well. We think about solutions together, have meetings, and join in activities together—something like that. Kakaotalk (Korean Messenger App) and phone calls are used the most. I call them often. For example, I inform them that we have a tour today and ask them if it is okay to go to their shops today. If they tell us that it is okay to come, then we go. (In conclusion,) I call them every time I go on a tour.” [Interviewee six]

The other four operators, on the other hand, characterized their relationship as a business relationship. According to interviewees seven and eight, one of the ways to maintain a good business partnership was to pay the correct price without asking for a discount, as some large agencies do, and to pay the costs before the deadline. According to interviewee eleven, they also took full responsibility for any problem occurring during the tour and met on a regular basis.

“Well, for them, we are really big customers (since the restaurants our program usually go to are not located in a tourist destination), so they try to be very nice to us. Usually, travel agencies make profits by recommending the shops and restaurants to the customers. But we do not ask for the commission fees. We just want our customers to be properly fed. In the case of most agencies, bus drivers get a commission from the restaurants because they lead the customers to the restaurants. We do not do that. We tell the owners just to make sure that the food is made and readied properly.” [Interviewee seven]

“When I first visited them, I felt that they were treating me like a person who solicits. They were wary since they were having a lot of traveling salesmen. However, they empathized with our purpose of the trip, and we maintained what we promised to them through mutual cooperation. We do not make a lot of effort to maintain a good relationship. First, we must pay the expenses as soon as the itinerary is over. So, I think paying right away when the cost is incurred without exceeding a day makes it possible to trust each other. Sometimes we have a meal together as well.” [Interviewee eight]

“Share the value of Sustainable Tourism rather than the immediate benefits and invest together in the future. And we are building trust by taking responsibility for everything, including small details in the program. At least once every two years, we meet each other to enhance our bond and study and apply the necessary details together.” [Interviewee eleven]

#### 4.5 Values Based Travel

Even though it was not the interviewers' question, this section reported the findings that were discovered during the interview. With regard to the concept of fairness, three *Fair Travel* operators had voluntarily disputed the use of the term "Fair." Stressing fairness, according to interviewee five, may lead travelers to believe that they should seek fairness and if not, they might feel they are doing something wrong on a trip that they should have enjoyed.

Table 11. Subthemes Associated with the Terminology of *Fair Tourism*

Subthemes	The definition of subthemes	No. of Respondents	Example phrases
Values based travel	Operators propose to change the usage of the term ' <i>Fair Travel</i> ' to 'Values based travel'	4 out of 15	'It's better to focus on what 'values' this tour has rather than fairness.'

As a result, fifth and eighth operators proposed that the term 'Values Based Travel' be used instead of '*Fair Travel*.' The fifth interviewee explained that value-based travel refers to terms focusing on the tour's value rather than its fairness. The eighth interviewee stated that we use the term "meeting" instead of "democratic meeting." Similarly, the name of *Fair Tourism* should be updated to make it easier for people to approach it. As a result, he proposed that the term "values based tourism" be used instead of "*Fair Tourism*."

“I brought up the issue of what fairness is in the workshop. Many people in the workshop agreed that the public might feel society force to seek ‘fairness,’ especially when people talk about Fair Trade and *Fair Tour*. In this sense, it is better to focus on what ‘values’ this tour has rather than fairness. The concept of fairness is too subjective. Someone can judge A is fair, but it might be considered unfair to another person.” [Interviewee five]

"It is the same for me, but I don't use the word fairness in any of our tours. Why don't we take the word fairness" off in the future? I am not saying that tours should be unfair. When we do a meeting, we say, "Let's have a meeting." We do not use the phrase, "Let's have a democratic meeting." By using the word ‘fair,’ it can differentiate modern travel from traditional travel. However, it can be tiring to pinpoint the word ‘fair’ from the village trip and explain to the participants the discourse that *Fair Travel* has. Since we are traveling around the alleys that people live in, I think that ethical behaviors and environmental impacts need to be eased. That is how the participants join. If we highlight the fact that our tour is a 'Fair Trip,' then I think the weight of the word fair will be a burden on the participants." [Interview eight]

#### 4.6 Future of *Fair Tourism*

Another spontaneous finding was operators’ concern and suggestions regarding the future of *Fair Tourism*. Respondents spontaneously expressed their thoughts during the semi-structured interview. This section includes one subtheme, Governmental Act, which explains interviewees’ concern for the future survival in the market, and sometimes they propose government policy directions to boost *Fair Tourism*.

Table 12. Subthemes Associated with the Future of *Fair Tourism*

Subthemes	The definition of subthemes	No. of Respondents	Example phrases
Government Act	Operators’ concern for the future survival in the market, and sometimes they propose government policy directions to boost <i>Fair Tourism</i>	5 out of 15 operators	‘After five years, we should come up with an idea to survive without the support.’
		1 out of 15 operators	‘The public sector should not only focus on the promotion because the city is not just a tourist attraction but also home to many residents.’

The subtheme, The Government Act, included two potential proposals from operators for industry development. Firstly, Participants emphasized how local governments fund domestic *Fair Tour* operators to encourage visitors to travel to Korea. However, *Fair Travel* operators were concerned about how they would survive after the government assistance ended in two-five years because they already offered the program at low cost, thanks to government assistance. As a result, they attempted to develop a potential business strategy that did not rely on outside help. Most were still working on a solution, but one travel agency claimed they must develop their own unique programs. Operator seven, for example, had organized a tour program that walked a government-paved road alongside a seaside. Even though this coastal road was underutilized, operators discovered new charms walking on the road. They revitalized the local economy by visiting the shops on the road.

Furthermore, tourist satisfaction was high because it was directed at people who enjoy walking and discovering new routes. They were also running a road sign, monitoring projects, utilizing their core competencies. The fact that they were road experts aided them greatly in providing road sign monitoring services, such as reporting incorrect or outdated road signs to the appropriate city government agency. Furthermore, it is expected that this industry will develop further, and a trekking guide project specializing in walking tours has been completed, with plans to expand eventually. Many of the *Fair Travel* concepts of seventh interviewees were present in these projects that can grow the industry through *Fair Travel* and be developed using their core competencies.

“Besides the lesson from corona virus, it takes many guides to keep this product going. We get some government support now, but it will be over in five years. After five years, we should come up with an idea to survive without the support. We should find a solution to lower our labor costs on our own. *Fair Travel* agencies should not just do travel business only. We need to be able to do other new businesses with our core competence.” [Interview seven]

Secondly, *Fair Tourism* operators suggested that the government's tourism policy be amended to benefit locals and visitors. Operator two, for example, pointed out that the current government tourism department highlighted the increase in tourists and promoted the beauty of the city to attract more tourists.

In this respect, operators recommend that the government should consider that the government's tourism policy should not be promoted because the city was not a tourism agency. According to the operator, tourism can be an important means of economic development; however, when it violated the lives of residents and caused them to lose their place in life, the government tourism policy must be developed with different standards.

“In this sense, the public sector such as the Seoul Metropolitan Government and Jeju Special Self-Governing Province should not only focus on the promotion because the city is not just a tourist attraction but also home to many residents. Tourism can be a tool for the maintenance, job, and economic growth of the city. However, when tourism for the city invades residents’ lives and robs away places for them to live, the local government should manage those problems. We have talked, discussed, and investigated with *Fair Travelers* over the past few years about the fairness of city tourism and tourism policy.” [Interviewee two]

## CHAPTER 5. DISCUSSION AND CONCLUSION

### 5.1 General Conclusion

*Fair Tourism* in Korea is a rising trend as the importance of sustainability in the tourism industry grows (Hong, 2020; D. H. Lee, 2019). As a result of this trend, a study on *Fair Tourism* has been carried out. First, the definition and foundational concept of *Fair Tourism* vary from researchers (Byun, 2016; H. Hwang & Lee, 2011; Im, 2009; S. Y. Kim, 2011; S. C. Lee & Jeong, 2013). Second, the research is generally focused on the market demand for *Fair Tourism* (Byun, 2016; H.-J. Hwang et al., 2013; Shin et al., 2018). Thus, the purpose of this thesis is to define *Fair Tourism* by providing theoretical background as well as the current circumstances of *Fair Tour* operators from the supplier side. This thesis has contributed to investigating the *Fair Tourism* industry in South Korea by providing, clarifying, and constructing information on the concept and practices of *Fair Tour* operators.

#### 5.1.1 Defining *Fair Tourism* – A Social Constructivist Perspective

The thesis demonstrates the agreement between researchers and practitioners on the key elements of *Fair Tourism*. The literature review revealed that two out of three common traits of *Fair Tourism* definition are maximizing economic, social, and environmental sustainability to the destination, understanding the host community's culture (Cho & Jeong, 2012; Jang & Lee, 2010), which have generally agreed upon by fifteen out of fifteen practitioners. Researchers stated that the valuable point of this industry is that it aims to increase the benefits and reduce the disadvantages of tourism (M. Park, 2010). When it comes to practitioners' concept on economic sustainability, all interviewees attempted to redirect sales generated by traveling back to the region so that local shops could spring to life. Since travelers' expenditures can be seen as an injection of financial resources into the host community, practitioners strived to minimize the economic leakage (Garrigós-Simón et al., 2015). To ensure economic contribution to destination, interviewees use local resources, prefer direct transaction, and do not underpay workers such as tour guides. *Fair Travel* respondents adhere to environmental sustainability by operating walking tours and using fewer plastic disposables to reduce negative environmental and social impacts such as emissions.

In adherence to researchers' consensus on the importance of mutually respectful relationship in this *Fair Tourism*, all interviewees perceive it is one of the most distinctive and important defining elements. A mutually respectful relationship was explained as building a relationship that both sides are equal (Cho & Jeong, 2012; Im, 2009; Jang & Lee, 2010). According to all operators, the fact that residents can participate as tour guides and travelers can interact with residents by visiting their stores, restaurants, or lodging facilities is a unique aspect of *Fair Travel*. This relationship demonstrates that *Fair Travel* places a premium on interactional fairness (H. Hwang & Lee, 2011; Jang & Lee, 2010). Furthermore, interviewees stated that travelers can gain a greater understanding of and appreciation for travel destinations through this interaction. A mutually respectful relationship defines travel as more than just an activity that prioritizes visitors' happiness. It defines travel as an activity that does not affect the lives of locals, beneficial to them, and allows tourists to be satisfied. The last defining element, Fair and Honest Transaction, doesn't show 100% agreement of practitioners, but six operators stated its significant definition and showed the consistency with researchers' perception of the concept. It depicts that practitioner make a fair transaction with travelers by disclosing cost information associated with procedural fairness.

Respondents were encouraged to speak their thoughts on the differences and similarities between *Fair Tourism* and three foundational concepts, including Sustainable Tourism, Responsible Tourism, and Fair Trade in order to better understand how practitioners view the foundational concept of *Fair Tourism*. While researchers' and operators' perceptions on definition was consistent, perceptions on three foundational concepts were different. On findings, all practitioners agree that *Fair Tourism* is a Sustainable Tourism and is being practiced in terms of Sustainable Tourism. Researchers, on the other hand, Sustainable Tourism is similar to *Fair Travel*, but the difference is that it is not practiced, whereas *Fair Tourism* is. (H. Hwang & Lee, 2011). It is a significant finding that focus on Sustainable Tourism can be practiced under the name of *Fair Tourism*. Another clear difference could be found in the relationship between Fair Trade and *Fair Tourism*. Some researchers viewed the concept of Fair Trade as the concept of *Fair Travel* (KHIS, 2020; N. Y. Kim, 2015; Song, 2015; Travelers Map, 2020). However, a significant number of operators and six respondents stated that those two are different since they are in entirely different industries such as travel and trade.



With regard to Responsible Tourism, numerous pieces of literature demonstrated that *Fair Tourism* is similar to or the same concept as Responsible Tourism, but the term is the different point (Y. Choi & Lee, 2016; Im, 2009; S. Gil Lee, 2016; T.-S. Lee & Kim, 2015; E. Park et al., 2015; M. Park, 2010). However, according to four practitioners, they are different. *Fair Tourism* considers both stakeholders, including travelers and the host community, while Responsible Tourism focuses more on travelers.

### **5.1.2 Other Activities that Constitute *Fair Tourism* From Operators' Perspective**

In order to gain a better understanding of *Fair Tourism*, the interviewer questioned other aspects of business that constitute *Fair Tourism*. Three subthemes, including Raise Awareness Advocacy of *Fair Tourism*, Social Contributions, and Give Travel Opportunities For All, found the most important outcome. All operators agree that they are implementing Raise Awareness Advocacy of *Fair Tourism*. Three types of practices can be grouped by the purpose: raise public awareness, raise operators' awareness, and advocacy. In the interview, six operators who have contributed to developing this industry in the beginning stage had this in common to say that they have practiced conference, research, and campaign to raise public awareness. Fifteen out of fifteen operators stated that they have provided training programs or consulting for latecomers to raise operators' awareness. In order to promote the growth of *Fair Tourism* industry, the six operators collaborated with local governments to establish a *Fair Travel* law, aiding the government in leading and expanding this sector. Previous literature has known that the first generation of operators who built the foundation of *Fair Tourism* have conducted conferences, research, and campaign for *Fair Tourism*, but there are few known details of those activities (*Fair Trip Four Season*, 2021; Good Travel, 2020). However, this finding reveals details such as the fact that the third interviewee started campaigns in front of the subway station to change public perception of how they traveled when the mass tourism and package tour were popular.

Moreover, the interviewee stated that they had done policy debates to promote policy development. Regarding government policy, this study discloses that six operators paved the way to improve this industry by contributing policy development on two major cities and two counties out of eight counties and eight major cities in South Korea.

In addition to their efforts to grow the industry, a significant number of interviewees and seven operators emphasized their societal impact as social enterprises. Their social contribution ranges from providing jobs for people to volunteer in the community to ensure that residents' lives and destinations are not disrupted.

Operators' genuine concern for social contribution, such as distributing free masks during the Covid-19 epidemic and providing travel possibilities for disabled persons and those with mental illnesses to guarantee that everyone can travel, exemplifies its social entrepreneurship element. In an attempt to promote social entrepreneurs, operators emphasized that being happy through travel should not be limited to only those who are able to travel. In line with distributional fairness, *Fair Travel* agencies endeavored to offer travel opportunities to all travelers. Everyone who is in poor health, has a low income, or is disabled should be able to travel. As a result, seven operators organized free *Fair Tours* with the underprivileged and disabled as part of their social mission.

### **5.1.3 Supply Chain Management for *Fair Tourism***

The author found that the SCOR model provides a potent theoretical framework to understand the sustainable supply chain. The finding has been presented in five stages, including PLAN, SOURCE, MAKE, DELIVER, and ENABLE. On PLAN stage, the interviewees were questioned about their opinion on travelers' expectations. The most common answer from operators was that travelers expected local interaction, followed by discovering the undiscovered beauty of the region and fair value consumption. Since one of the interviewees was NGO that did not operate tour programs, the total number of interviewees for the following questions was fourteen. Fourteen out of fourteen operators responded that they asked for written surveys or face-to-face interviews to measure travelers' needs. The most important finding on SOURCE stage is that they work with local partners. Operators prefer to work with partners rather than establish a branch on the destination and choose local people rather than big franchise companies. It can be interpreted that operators practice the definition of *Fair Tourism*, more precisely, ensuring economic benefits to the destination.

Six out of fourteen operators prefer to work with organizations with similar value, while the other two operators consider if their suppliers are socially engaged partners. Operators, for instance, consider if their partner considers minimizing disposable consumption. To make sure partners abide by *Fair Tourism* principles, operator's reaction was divided into either educating the partners, checking on regular basis, or trusting their partners since operators thought their partners already practiced *Fair Tourism*. It is noticeable that operators put their trust in their partners and do not perform quality management.

After partners are selected, the next step is to make the tour program. When the interviewer asked what the priority was to make tour program on MAKE stage, interviewees responded they consider supply and demand side. Operators who consider supply side aspire to unveil and promote their hometown region's beauty since most domestic tour operators usually answered that they do their business in their hometown. This promotion is also helpful to attract more travelers, resulting in high economic benefits to the destination. Operators who consider demand side stated that they try to reflect travelers' needs or trends. Interviewees responded that they do quality management to guarantee their services DELIVER to travelers as they intended to through survey, report, or person-to-person quality control. To make a healthy relationship, which affects ENABLE to whole supply chain management, they said they genuinely care about partners, such as asking how they are frequently.

#### **5.1.4 Values Based Term and Future of *Fair Tourism***

Related to the name that refers to all three basic principles and emphasizes the differences with three tourism concepts above, most of the operators suggest applying another name, Values based travel. Since the word "*Fair Travel*," which reflects "travel fairly," is a challenging definition for the general public to easily practice and approach, interviewees suggest changing the term to "Values-based travel," which focuses on the values on which *Fair Tourism* is based. For example, they want to encourage *Fair Travel* as a travel with "values" that respects residents and travelers, as well as journey in pursuit of sustainable "values." Another suggestion associated with the future of *Fair Tourism* will be that the government acts as a best practice to develop this industry. Operators stress the importance of developing travel trends that respect and take both locals and visitors into account, and they recommend that governments take action.

Furthermore, they contend that the government's tourism strategy should explore ways to capture both the lives of residents and the happiness of visitors, rather than a policy of promoting the city and facilitating a rise in the ambiguous number of tourists. There was concern that they would have to continually consider how they would operate without government support after two to three years in order to continue their existence as a *Fair Travel* agency.

Most of them are still working on a solution. Still, one travel agency proposed that *Fair Tour* operators create a service that only operates in places where other travel companies are unable to compete and must develop their own special programs.

## 5.2 Theoretical Implication

Theoretically, this study made five significant contributions. First, this thesis utilized a novel approach, and the study concentrated on the operators' point of view. While previous researches focused on demand and establishing a concept from other literature (Byun, 2016; Cho & Jeong, 2012; H. Hwang & Lee, 2011; Im, 2009; M.-K. Kim & Cho, 2019; S. Y. Kim, 2011; S. C. Lee & Jeong, 2013; Shin et al., 2018), this approach enables us to listen to professional's opinion who have begun and developed this industry. Moreover, exploring practitioners' points of view extends the understanding of the definition of *Fair Tourism* from literature to practitioners. Unlike other studies that took a method of interviewing operators but only studied up to three operators (J. Lee, 2018), this paper delivered an in-depth understanding through a higher number of interviewees, fifteen.

Second, this research demonstrates that Sustainable Tourism principles have been practiced under the name of *Fair Tourism*. The findings show that all the operators participating in the study agreed that *Fair Tourism* was similar to or the same as Sustainable Tourism. In other words, the fact that practitioners have developed *Fair Travel* means that Sustainable Tourism is being implemented in South Korea. In addition, since *Fair Travel* is a rising trend in Korea, it proves that Sustainable Travel is attracting travelers' attention, contrary to scholars' claims that industry and customers seem to have paid less attention to Sustainable Tourism (Murphy & Price, 2005; Wheeler, 1993).

Third, this study described that social constructionism that people generate meaning together influences industrial development (Camargo-Borges & Rasera, 2013). As shown in the findings, practitioners' 100% agreement on definition leads the *Fair Tourism* industry in one direction, pursuing sustainability as Sustainable Tourism and practicing symbiotic relationships. The finding, for example, described that all practitioners perceive Sustainable Tourism and *Fair Tourism* are similar or the same, which leads to 100% agreement on the importance of pursuing sustainability. Their consensus on ensuring tourists' enjoyable tour activities should not affect the host community leads that all respondents collaborate with local partners to prevent economic leakage.

They used recyclable materials to avoid destroying the ecosystem of the host community, and for certain operators, the partners' care for the environment and society might be a selection criterion. Practitioners' clear consent on what *Fair Tourism* means makes it easier for them to implement it in the industry.

Fourth, this study showed that stakeholder theories applied to *Fair Tourism* industry. Stakeholder theory demonstrates that *Fair Tourism* needs to pay attention to stakeholders, including the supply chain, and encourage their engagement in decision making (Byrd, 2007; Waligo et al., 2013). In line with this theory, the findings show that practitioners value stakeholders, including the host community and travelers, as mentioned in Mutually Respectful Relationship above. This relationship applies to the relationship between locals, host communities, and travel operators. Findings show that *Fair Travel* operators practice stakeholder theory by giving a chance to travelers to interact with locals. Findings reveal that operators encourage locals to participate in the tour as guides to share their knowledge and cultural background of the host community. Based on interaction and communication with locals, travelers can understand and respect the locals. In other words, *Fair Travel* operators apply travelers - host communities mutually respectful relationship. Locals – host communities mutually respectful relationship is also found on the findings. Most of the interviewees call the suppliers partners. It means that operators perceive their partners not as suppliers who needed to be managed but as people who share responsibilities, costs, and benefits, leading to outcomes that are satisfactory to all partners (Macaulay et al., 1999). Two respondents even answered that they trust their partners since their partners are already doing great to practice *Fair Tourism* principles.

This study shows the practical example of a mutually respectful relationship, and Trust plays a key role in supply chain relationships (Sahay, 2003). Another example of stakeholder theory in *Fair Tourism* is that when operators encounter problems on the tour program, they regularly address issues and include their partners in the solution-seeking process, according to the findings.

Fifth, this study advanced the manufacturing performance measurement model and applied it to the tourism industry. The SCOR model in this paper aims to provide a framework to measure and manage the tourism value chain through mapping the performance measures of each process of the tourism value chain (Yilmaz & Bititci, 2006).

### **5.3 Managerial Implication and Recommendations**

*Fair Travel*, based in the principles of Sustainable Tourism, has a range of benefits for society. To achieve these benefits policymakers and future operators are encouraged to consider the following recommendations based on the implications of the research. For policymakers who want to develop Sustainable Tourism, the practices of operators that this research has studied can be a good resource for developing Sustainable Tourism. This qualitative study shows how current operators, who are already walking this path, have paved the way to practice *Fair Tourism*. Moreover, in terms of developing resident participation type of tourism, this study will benefit policymakers. Operators' know-how, which this finding illustrated, will guide policymakers to develop a strategy for locals to engage. In terms of government ordinance for the industry, most domestic operators stated that they funded government support for social entrepreneurs, not a fund for the *Fair Tourism* industry. The findings indicated to policymakers that more local governments need to create the ordinance and make governmental support programs for this industry instead of social entrepreneur's support program. Based on findings, this study recommends that government support should be long-term support to grow the future Fair Tour operators.

Furthermore, for *Fair Tourism* to become mainstream tourism and develop the industry, the interest of government officials and the system of many governments is required. As stated in the findings, with the support of operators, four out of sixteen states in Korea have created the ordinance. However, twelve out of sixteen local governments need to develop the *Fair Tourism* ordinance so that this industry can be actively promoted at the government level.

This study also suggests that policymakers and government officials develop the tourism policy to benefit both locals and visitors. It means that policymakers should mind that this region is not only a tourist destination but also a place where locals live. Furthermore, policymakers can take operators' suggestions on the change of the term into consideration on policy direction. The suggestion from the three interviewees is to change the term *Fair Tourism* into values-based travel to focus on the tour's value and make it easier for travelers to approach the concept.

Since this research proves that *Fair Tourism* has built from a common understanding, it recommends that both practitioners and other stakeholders continue to focus on the same direction of industry development and not be distracted by similar terms. For future operators, the commonly accepted *Fair Tourism* definition that this qualitative study found provides a clear understanding of the elements of *Fair Tourism*.

It means future development can take place from a solid foundation. By offering a SCOR framework that deals with the planning of *Fair Tourism* to enabling the program, this finding leads the latecomers. In this regard, the following is recommended: when future operators plan the *Fair Tour* program, they should consider customers' expectations, including local interaction and experiencing unveiled beauty of the region. Senior operators choose organizations that share similar values, such as seeking sustainability and partners who actively engage with a region's society. Mentoring the partners, checking regularly, or trusting what partners have done would be the way to ensure their partners keep *Fair Tourism* principles. When it comes to making the tour program, employing local resources and considering travelers' needs are a priority to current operators. To ensure that partners deliver the service as operators intend to, current operators perform surveys, report, or use person-to-person quality control, which is usually a guide. One of the critical points this study found in this interview is that operators respect their suppliers and consider them partners since they discuss together for a better result on this stage. Another distinctive point of the current *Fair Tour* operator is that they genuinely care about their partners, indicating their way to build a good relationship to enable the whole supply chain management. In addition to the recommendation related on supply chain management, the findings describe that current operators maintain long-term relationships with their partners. Given that supply chain management is mostly transactional, industry operators have concentrated on building a deep and respectful relationship between partners and themselves.

Thus, this study advises future operators to engage in long-term and deep relationships, as the industry's forerunners have done to achieve a positive outcome.

#### **5.4 Limitation and Future Research**

This thesis interviewed people who have been pursuing *Fair Travel* for more than three years and up to ten years. Therefore, future research can expand this scope to include other stakeholders (Barbieri et al., 2020). One example of future research is a study with recently joined operators or those who want to enter this industry. Their perceptions of *Fair Travel* may differ or change, so future researchers could research with them.

Expert perspectives heavily influenced the process of determining the characteristics of *Fair Tourism* in this study. Although hearing the opinions of stakeholders through the experience of operators was possible, it has the limitation of not including various interests such as tourists, local residents, and the environment. As a result, subsequent studies that reflect stakeholder opinions may be conducted. In the prism of customers, future research can further study travelers' demand, travelers' satisfaction, or their revisit intention for *Fair Tourism*.

In identifying other businesses rather than *Fair Tour* programs, interviewees generally shared similar perspectives that they are social entrepreneurs. Considering that most respondents discussed the importance of social mission implementation, future researchers may wish to approach *Fair Tourism* from the standpoint of social entrepreneurs.

Moreover, the government takes an eye on and supports *Fair Tourism* as a promising trend in the tourism industry. Interestingly, five respondents spontaneously expressed anxiety about surviving in the domestic tourism industry because fewer and fewer travelers use tour agencies and travel independently. Domestic *Fair Tour* operators said they could continue their business with support from the government, but they are concerned about their future without the funds. Future research may wish to explore how they can sustain domestic *Fair Tourism*. As one of the respondents suggested on findings, a unique business model that other competitors cannot copy needs to be developed for operators concerned about maintaining their business after the support. Future research can study effective support for social entrepreneurs by applying this suggestion, especially in the *Fair Tourism* industry.



*Fair Tourism* shows Sustainable Tourism implementation in South Korea. The researchers may apply it to other countries to make healthier and more Sustainable Tourism trends. As this thesis applies the SCOR model, future research can utilize the supply chain management framework to analyze the current Sustainable Tourism status in their country or city. This methodology may provide recommendations to develop Sustainable Tourism practices.

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