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INICIJATIVE ZA ODRŽIVOST RIBIČKIH KUĆICA ZA MUŠIČARENJE: GLOBALNI PRISTUP

SUSTAINABILITY INITIATIVES OF FLY-FISHING LODGES: A GLOBAL APPROACH

SAŽETAK: Usprkos sve većoj popularnosti mušičarenja, malo je studija utjecaja koje ono ima na okoliš i na društvo. Ovaj rad predstavlja prvo opsežno istraživanje o ribičkim kućicama kao gospodarskoj aktivnosti i njihovim praksama koje se odnose na održivo poslovanje. Okvirom izbora uzorka bile su obuhvaćene ribičke kućice iz raznih dijelova svijeta koje navodi nekoliko glavnih trgovaca opremom za mušičarenje, putničkih poduzeća koja se bave mušičarenjem i publikacija. Odabran je uzorak od 196 kućica i na njihovim internetskim stranicama provedena je analiza njihove komunikacije o održivim praksama. Analiza je pokazala da je razina izvještavanja o njihovim inicijativama vezanima uz održivost niska, premda je prisustvo ribičkih kućica na internetu veliko (samo 16,3% uzorka nema internetsku stranicu). Među najpopularnijim inicijativama su praksa "uhvati i pusti", korištenje obnovljive energije, obnova staništa, podrška lokalnoj zajednici te uzgoj organske hrane. Iako mnoge ribičke kućice otvoreno promoviraju odlazak na manje pristupačna područja, rijetko se bave njihovim utjecajem na okoliš i djelotvornošću praksi vezanih uz održivost.

KLJUČNE RIJEČI: mušičarenje, ribička kućica, društveno odgovorno poslovanje, održivost, turizam

ABSTRACT: Despite fly-fishing's growing popularity, there are few studies on its environmental and social impacts. The present study is the first large-scale investigation of the fly-fishing lodge sector and its sustainability practices. A sampling frame of global fly-fishing lodges was created by including lodges featured by several major fly-fishing outfitters, fly-fishing travel companies, and publications. A sample of 196 lodges was drawn and their websites analyzed with respect to sustainability communications. The analysis indicated that although the web presence of fly-fishing lodges is high (only 16.3% of the sample did not have a website), reporting on sustainability initiatives is low. The most popular initiatives included catch and release practices, renewable energy use, restoration of habitats, support for local community, and growing organic food. While many lodges explicitly promoted access to remote areas, they rarely addressed their own impacts and sustainability performance.

KEYWORDS: fly-fishing, lodge, corporate social responsibility, sustainability, tourism

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1. UVOD

Ribolov na slatkim vodama relativno je slabo istraženo područje u kontekstu dokolice i turizma (Mordue, 2009), a o specijaliziranom podpodručju mušičarenja još je manje dostupnih istraživanja (Fennell, 2017; Stensland, 2010; Visser i Hoogendoorn, 2011). Pregled dostupne literature o mušičarenju pokazuje da se postojeća istraživanja bave nizom specifičnih tema vezanih uz potražnju za mušičarenjem. Veliki dio tih istraživanja bavi se specijalizacijom (Bryan, 1977; Loomis i Holland, 1997; Vittersø, 1997; Wright i Sanyal, 1998), društanim hijerarhijama, etnicitetom i normama (Fife, 2014; Hoogendoorn, 2014, 2016; Hunt i Ditton, 2002; Morgan, 2006; Øian, 2013; Stensland i Aas, 2014) te rodnom. Mušičarenje je pravi primjer načina na koji se imućni muškarci, koji su nekad išli zajedno u školu, druže, postavljajući pri tome barijere za jedne i otvarajući mogućnosti drugima (Crowder, 2002) i aktivnosti u kojima se među sebi sličnima prakticira muževno ponašanje (Bull, 2009). Mušičarenje predstavlja način kreiranja rodno određenog prostora u kojemu muškarci traže fizički drugačije prostore koji se definiraju prema tome ima li netko pravo ulaska u njih ili ostaje izvan njih (Espiner, Gidlow i Cushman, 2011). Prema Bullu (2009), u ruralnim kontekstima mušičarenje predstavlja trenutke u kojima su muškarci najmuževniji, pokazivanjem snage, otpornosti i dominacije nad prirodom (vidi i Jessup, 2006; Mordue, 2013).

Manji broj istraživanja bavi se aspektima ponude mušičarenja i najčešće se usredotočuju na ekonomske utjecaje mušičarenja na razne destinacije (Bauer i Herr, 2004; Brenner, Arnegger i Job, 2008; du Preez i Lee, 2010; Fedler, 2010; Fedler i Hayes, 2008; Kauppila i Karjalainen, 2012; Stensland i Baardsen, 2012). Pitts, Thacher, Champ i Berrens (2012) ustanovili su primjenom hedoničke

1. INTRODUCTION

Freshwater fishing is an area of research that is relatively under-researched in leisure and tourism contexts (Mordue, 2009), with much less research available on the more specialised sub-world of fly-fishing (Fennell, 2017; Stensland, 2010; Visser and Hoogendoorn, 2011). A review of the extant fly-fishing literature suggests that this field of study is organised around a number specific themes that focus on the demand side of fly-fishing. Much of this research is focused on specialisation (Bryan, 1977; Loomis and Holland, 1997; Vittersø, 1997; Wright and Sanyal, 1998); social hierarchies, ethnicity and norms (Fife, 2014; Hoogendoorn, 2014, 2016; Hunt and Ditton, 2002; Morgan, 2006; Øian, 2013; Stensland and Aas, 2014); and gender. Fly-fishing is representative of the "Old Boys Network" that establishes barriers for some and opportunities for others (Crowder, 2002), and where masculine traits are practiced among like-minded individuals (Bull, 2009). Fly-fishing represents a form of gendered spacing, where men seek physically distinctive spaces defined as "inside" and "outside" according to access (Espiner, Gidlow and Cushman, 2011). In rural contexts, fly-fishing represents the moments where men are most male, according to Bull (2009), through the demonstration of strength, resilience, and domination over nature (see also Jessup, 2006; Mordue, 2013).

Fewer studies focus on the supply aspects of fly-fishing, and this research typically concentrates on the economic impacts of fly-fishing in various destinations (Bauer and Herr, 2004; Brenner, Arnegger and Job, 2008; du Preez and Lee, 2010; Fedler, 2010; Fedler and Hayes, 2008; Kauppila and Karjalainen, 2012; Stensland and Baardsen, 2012). Pitts, Thacher, Champ and Berrens (2012), for example, used hedonic price analysis to find that fly-fishing lodges that have

analize cijena da ribičke kućice za mušičarenje smještene na imanjima kroz koja protječe rijeka ili potok imaju veću vrijednost.

Čini se da nema istraživanja koja se bave aktivnostima kućica za mušičarenje, premda oblik i način rada takvih kućica ima značajan utjecaj na okoliš i zajednicu. Kako bi popunio tu prazninu u literaturi, ovaj rad istražuje načine na koje ribičke kućice za mušičarenje, primjenom inicijativa za društveno odgovorno poslovanje, utječu na održivi razvoj. Drugi je cilj ovog istraživanja ocijeniti kako načela ekoturizma korespondiraju s razvojem boljeg modela idealne ribičke kućice za mušičarenje.

2. DRUŠTVENO ODGOVORNO POSLOVANJE PRUŽATELJA USLUGA SMJEŠTAJA

U posljednjih nekoliko desetljeća raste svijest o posljedicama koje turistička aktivnost, a osobito poslovanje subjekata u turizmu, imaju na društvo i okoliš. Sve veći broj istraživanja usmjeren je na utvrđivanje utjecaja i uloge koje poslovni subjekti imaju u smanjivanju svojih negativnih utjecaja i promicanju zaštite okoliša te pružanju podrške lokalnim zajednicama (Camilleri, 2014). Ta istraživanja dio su šireg područja istraživanja društveno odgovornog poslovanja koja se bave ulogom i odgovornošću poslovnih subjekata. Iako nema puno istraživanja o održivosti ribičkih kućica za mušičarenje, postojeća literatura o društveno odgovornom poslovanju pruža relevantne teorije i saznanja o ekološki i društveno odgovornim odlukama u organizacijama koja se mogu primijeniti u ovome istraživanju. Društveno odgovorno poslovanje može se interpretirati na razne načine i zato ne postoji suglasje o njegovom točnom obimu. Jedna od najčešće korištenih definicija društveno odgovornog poslovanja naglašava da ono "obuhvaća ekonomska, pravna, etička i sva druga očekivanja koje društvo ima od organizacija u

an on-site stream running through the property are valued more highly than properties that do not.

Studies on the *operations* of fly-fishing lodges as a main focus of research appear to be non-existent, even as the construction and operations of fishing lodges have significant impacts on the surrounding environment and communities. In order to address the current gap in the literature, this paper examines fly-fishing lodges' contribution to sustainable development through their implementation of corporate social responsibility (CSR) initiatives. A secondary goal of the research is to assess how the tenets of ecotourism correspond in the development of a better model of the ideal fly-fishing lodge.

2. CORPORATE SOCIAL RESPONSIBILITY IN THE ACCOMMODATION SECTOR

Over the past several decades there has been a growing awareness of the social and environmental consequences of tourism activity and especially tourism business operations. A growing number of studies have investigated these impacts and the role of businesses in minimizing negative impacts and promoting environmental protection and support for local communities (Camilleri, 2014). These studies fit within the wider field of corporate social responsibility (CSR) research, investigating the role and responsibilities of businesses. Although there is limited research on sustainability of fly-fishing lodges, existing literature on corporate social responsibility provides relevant theories and insight into environmentally and socially responsible decisions in organizations that are applicable to the present study. Corporate social responsibility has multiple interpretations and, because of this, there is a lack of agreement on its exact dimensions. One of the more widely used definitions of CSR

datome trenutku” (Carroll, 1979: 500). Pod time se često misli na ekološke, društvene i ekonomske inicijative koje poslovni subjekti poduzimaju kako bi smanjili svoj negativan utjecaj (Carroll, 1999).

Društvenim očekivanjima od organizacija bavi se jedna od teorija društveno odgovornog poslovanja koja se najčešće koristi: teorija dionika (Freeman, 1984). Prema toj teoriji, organizacije ne samo da trebaju nastojati ostvariti svoje ciljeve, već i prepoznati da utječu na niz raznih dionika te da i oni sami utječu na njih pa stoga prilikom donošenja odluka trebaju uzeti u obzir potrebe tih dionika. Prema teoriji dionika, organizacije ne mogu svoje instrumentalne i utilitarne interese nadrediti interesima drugih. To znači da organizacije trebaju poštivati mišljenja drugih dionika te nastojati graditi intersubjektivno razumijevanje i jasno definirati pravila igre (Habermas, 1979).

Nadalje, u istraživanjima društveno odgovornog poslovanja koristi se i teorija legitimiteta kako bi se objasnilo zašto se poslovni subjekti odlučuju objaviti podatke o ekološkim i društvenim aspektima svojega poslovanja (Omran, 2015). Prema ovoj teoriji, poslovni subjekti trebaju djelovati unutar granica onoga što društvo identificira kao društveno prihvatljivo ponašanje. Što je javnost u većoj mjeri svjesna problema održivosti, poslovni subjekti su skloniji prihvatiti načela društvene odgovornosti i objavljivati podatke o njihovoj primjeni kako bi zadržali naklonost društvene zajednice prema njihovom djelovanju.

Druge studije istražile su organizacijske i kulturne aspekte primjene načela društveno odgovornog poslovanja i ustanovile da organizacije pokazuju različite razine razumijevanja i integriranja načela društveno odgovornog poslovanja u različitim fazama svojega rada (Lindgreen et al., 2009). Tako navode da se društveno odgovorno poslovanje obično primjenjuje u razdobljima organizacijskih promjena i u raznim fazama ra-

states that it “encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time” (Carroll, 1979: 500). It is often conceptualized as capturing environmental, social and economic initiatives undertaken by the companies to reduce their impacts (Carroll, 1999).

Societal expectations of organizations are a subject of one of the most widely applied CSR theories: stakeholder theory (Freeman, 1984). Stakeholder theory is premised around the need for organizations to not only pursue their own goals, but also acknowledge that they affect and can be affected by a number of different stakeholders and therefore should address the needs of these stakeholders in decision-making. Organizations cannot, stakeholder theory posits, place their own instrumental and utilitarian interests over the interests of others. That is, organizations must appreciate the views of other stakeholders in attempts to build inter-subjective understanding and better define the rules of the game (Habermas, 1979).

Additionally, legitimacy theory has been applied in CSR research to explain why companies decide to disclose environmental and social information about their operations (Omran, 2015). This theory states that companies need to act within the bounds of what society identifies as socially acceptable behaviour and that as sustainability concerns are more widely shared by the general public, companies choose to adopt and report on CSR in order to maintain social licence to operate.

Other studies have investigated organizational and cultural aspects of CSR implementation and argue that organizations demonstrate different levels of understanding and integration of CSR at different points in time (Lindgreen et al., 2009). Therefore, it is argued that CSR development usually takes place through organizational change and

zvoja poslovnih subjekata. Stoga su utvrdile da organizacije prolaze kroz različite faze prihvaćanja društveno odgovornog poslovanja koje pokazuju progresivnu evoluciju od poricanja, preko odbijanja i indiferentnosti pa do integracije načela društveno odgovornog poslovanja u prakse upravljanja (Zadek, 2005; Mirvis i Googins, 2006).

Posljednjih godina provodi se sve više istraživanja o društvenoj odgovornosti poslovnih subjekata u području smještaja općenito. Međutim, nijedno se ne usredotočuje isključivo na kontekst ribičkih kućica za mušičarenje. Ipak, istraživanja o društveno odgovornom poslovanju u području smještaja pružaju vrijedna saznanja o praksama društveno odgovornog poslovanja, o načinima izvještavanja o njima te o njihovom utjecaju na financijsku uspješnost poslovnog subjekta i stavove kupaca. Poslovni subjekti u području smještaja odgovaraju na zahtjeve za većom održivosti svojeg poslovanja zbog velikog utjecaja kojeg intenzivno korištenje resursa ima na okoliš, osobito kad je riječ o energiji, vodi i potrošnim dobrima (Rada, 1996). Široko je prihvaćena ideja da je okretanje održivim tehnologijama i praksama danas više nego ikada nužno za održavanje konkurentnosti na promjenjivom, konkurentskom tržištu (Kim i Han, 2010), i to zbog državne regulative i same potražnje za takvim promijenama (Manaktola i Jauhari, 2007). Poticaj za okretanje ekologiji dolazi i iznutra jer organizacije i same sve više nastoje biti ekološki i društveno odgovorne (Bohdanowicz, 2006). Neki autori smatraju da je ponašanje u skladu s načelima zaštite okoliša i održivosti naprosto bolji poslovni model (Ayala, 1995).

Istraživanja u području smještaja i društveno odgovornog poslovanja ustanovila su da je sama ta gospodarska djelatnost pokrenula niz inicijativa. Neki od primjera su promicanje konzumiranja lokalnih proizvoda, smanjenje štete koja se nanosi okolišu, zaštita vode i energije, upravljanje otpadom i pružanje podrške nevladinim udrugama i lokalnoj zajednici (npr. Tsai et al., 2010; Ferus-Come-

different stages of company development. As a result, different stages of CSR adoption in organizations have been proposed, with a progressive evolution from denial, to rejection, indifference and to the integration of CSR into management practice (Zadek, 2005; Mirvis and Googins, 2006).

In recent years there have been a growing number of studies on CSR in accommodation sector in general; however, no studies focus exclusively on the context of fishing lodges. None-the-less, research on CSR in the accommodation sector provides valuable insight into CSR practices, reporting, impact on financial performance, and customer attitudes. The accommodation sector has responded to calls for heightened sustainability in its operations, because of large ecological footprints resulting from heavy resource utilisation, particularly in energy, water and consumables (Rada, 1996). It is widely recognized that a move towards the adoption of sustainable technologies and practices is now, more than ever, a necessity in order to be competitive in a changing, competitive market (Kim and Han, 2010), because of government regulation, and because changes are demand-led (Manaktola and Jauhari, 2007). The push towards going green is also internally driven as organisations strive to be environmentally and socially responsible (Bohdanowicz, 2006). According to some authors, it is simply better business to behave according to environmental conservation and sustainability criteria (Ayala, 1995).

Research on the accommodation sector and CSR identified a number of initiatives undertaken by the industry. Examples include promoting consumption of local products, reduction of environmental damage, water and energy conservation, waste management, supporting environmental NGOs, and community support (e.g. Tsai et al., 2010; Ferus-Come- lo, 2014; Martinez and Rodriguez del Bosque, 2013). Several authors applied stakeholder

lo, 2014; Martinez i Rodriguez del Bosque, 2013). Koristeći teoriju dionika nekoliko je autora nastojalo objasniti prihvaćanje inicijativa za društveno odgovorno poslovanje u hotelijerstvu (Alrousan et al., 2015; Martinez i Rodriguez del Bosque, 2013), dok su drugi koristili institucionalnu teoriju kako bi naglasili vezu između regulatornog pritiska i prihvaćanja praksi društveno odgovornog poslovanja (Sanches-Frenandex et al, 2014). Istraživanja također naglašavaju važnu ulogu koju osobne vrijednosti menadžera imaju u prihvaćanju načela društveno odgovornog poslovanja (Huimin i Ryan, 2011). Sve veći broj istraživanja bavi se načinima na koje hotelijerstvo izvještava i komunicira o društveno odgovornom poslovanju te naglašava selektivnost i ograničenu usporedivost podataka sadržanih u tim izvještajima, mali broj podataka o stvarnom poslovanju i rascijep između objavljenih informacija i stvarnog poslovanja (Holcomb et al., 2007; de Grosbois, 2012; Font et al., 2012; Perez i Rodriguez del Bosque, 2015).

3. DRUŠTVENO ODGOVORNO POSLOVANJE KUĆICA ZA ODMOR

Istraživanja u području hotelijerstva i društveno odgovornog poslovanja obično se bave velikim organizacijama. Premda pružaju neka vrlo vrijedna saznanja koja se mogu primijeniti u kontekstu kućica za odmor, u literaturi o društveno odgovornom poslovanju prepoznato je da se mala i srednja poduzeća (SME) suočavaju s drugačijim izazovima nego veliki poslovni subjekti kad je riječ o prihvaćanju načela društveno odgovornog poslovanja. Literatura o društveno odgovornom poslovanju i malim i srednjim poduzećima navodi da se ona razlikuju od velikih po svojem interesu za društvene i ekološke probleme (Williams i Schaefer, 2012). Između ostaloga, mala i srednja poduzeća rijetko imaju jasno definirane društvene i ekološke politike (Spence, 2007; Hamann et al., 2009),

theory to explain adoption of CSR initiatives in hotel industry (Alrousan et al., 2015; Martinez and Rodriguez del Bosque, 2013), while others used institutional theory to highlight the link between regulatory pressure and CSR practices' adoption (Sanches-Frenandex et al, 2014). The research also highlighted important role of manager's personal values in CSR adoption (Huimin and Ryan, 2011). A growing number of studies look at CSR reporting and communication by the hotel industry, highlighting the selective nature and limited comparability of reported information, limited data on actual performance and the disclosure-performance gap (Holcomb et al., 2007; de Grosbois, 2012; Font et al., 2012; Perez and Rodriguez del Bosque, 2015).

3. CORPORATE SOCIAL RESPONSIBILITY IN LODGES

Research on the hotel industry and CSR usually focuses on large organizations. While it provides some valuable insights that could be applied to the context of lodges, it is also recognized in the CSR literature that small and medium companies (SMEs) face different challenges than their larger counterparts when considering CSR adoption. The literature on CSR and SMEs asserts that SMEs differ from larger firms according to their engagement with social and environmental issues (Williams and Schaefer, 2012). Among others, SMEs rarely have codified social or environmental policies (Spence, 2007; Hamann et al., 2009) and have lower levels of CSR adoption. Owner-managers have greater freedom around decision-making than managers in larger firms, and their personal values and ethics play a more important role in the strategic direction of the business (Hamann et al., 2009; Vives, 2006; Jenkins, 2004). A number of studies also highlighted reputation as an important motivating factor

a razina prihvaćanja načela društveno odgovornog poslovanja je niža. Vlasnici-upravitelji imaju veću slobodu prilikom donošenja odluka od menadžera u velikim poduzećima, a njihov osobni sustav vrijednosti i etika igraju veću ulogu u kreiranju strategije poslovanja (Hamann et al., 2009; Vives, 2006; Jenkins, 2004). Niz istraživanja također naglašava reputaciju kao važan motivacijski faktor za prihvaćanje načela društveno odgovornog poslovanja kod malih i srednjih poduzeća (Masurel, 2007). Primjerice, Lawrence et al. (2006) ustanovili su da preko 70% srednje velikih poduzeća prepoznaje reputaciju kao najvažniji motivacijski čimbenik za društveno odgovorno ponašanje. Istraživanja malih i srednjih poduzeća potvrdila su da vanjski pritisak koji dolazi od potrošača, lokalnih zajednica, ekoloških interesnih skupina i drugih predstavlja važan motivacijski faktor za prihvaćanje načela društveno odgovornog poslovanja, uz poštivanje propisa, smanjenje troškova te ekološke i etičke vrijednosti vlasnika-upravitelja (Jenkins, 2004; Battisti i Perry, 2011; Gadenne et al., 2009; Revell et al., 2010; Williams i Schaefer, 2013). Istovremeno, mala i srednja poduzeća nailaze na razne prepreke kod prihvaćanja načela društveno odgovornog poslovanja, uključujući nedostatak financijskih i menadžerskih resursa (Spence, 2007).

Postoji nekoliko studija održivosti kućica za odmor uglavnom u kontekstu šire definiranog specijaliziranog smještaja i eko-kuća. Morrison et al. (1996) smatraju da nastambe u specijaliziranom smještaju (uključujući i kućice za odmor) po samoj svojoj prirodi mogu pridonijeti i doista pridonose ekološki održivom turizmu. Prema tim autorima, prethodnim istraživanjima ustanovljeno je da specijalizirani smještaj pokazuje tendenciju da više podržava ekološki održivi turizam zbog toga što su te nastambe manje, češće njima upravlja sam vlasnik koji je i sam pripadnik lokalne zajednice, zapošljavaju lokalno stanovništvo, koriste lokalne dobavljače, nude potpuniji i izravan kontakt s domaći-

for CSR adoption in SMEs (Masurel, 2007). For example, Lawrence et al. (2006) found that over 70% of medium-sized companies identified reputation as the highest-ranking motivating factor in being socially responsible. Research on SMEs has confirmed that external pressure from customers, local communities, environmental interest groups and others are important motivating factors for adoption of CSR, together with compliance with regulations, cost savings, and environmental and ethical values of owners-managers (Jenkins, 2004; Battisti and Perry, 2011; Gadenne et al., 2009; Revell et al., 2010; Williams and Schaefer, 2013). At the same time, SMEs face different barriers to CSR adoption, including lack of financial and managerial resources (Spence, 2007).

There have been several studies on sustainability and lodges, mostly in the context of more widely defined specialist accommodation and ecolodges. Morrison et al. (1996) argued that specialist accommodation establishments (including lodges) can and do encourage ecologically sustainable tourism by their very nature. According to the authors, previous research has proposed that specialist accommodation tends to be more supportive of ecologically sustainable tourism because of the fact that these establishments are smaller in size; more likely to be owner-operated and locally owned; employ local residents; use local suppliers; offer a more meaningful and direct contact with hosts; reflect a region's character and/or history in terms of the types of architecture and experiences offered; use existing sites and buildings rather than new sites or buildings; spread visitors more throughout a region both in terms of the scale and locations of accommodation, and in terms of the activities in which visitors engage; and encourage visitors to engage in sustainable activities. Moscardo et al. (1996) further argue that many specialist accommodation

nom, odražavaju karakter regije i/ili njezinu povijest tipovima arhitekture i doživljaja koje pružaju, koriste postojeće, a ne novoizgrađene lokalitete i građevine, više raspršuju posjetitelje po pojedinom području, kako s obzirom na vrstu, tako i na lokaciju smještaja i na aktivnosti kojima se posjetitelji bave te potiču posjetitelje na bavljenje održivim aktivnostima. Moscardo et al. (1996) nadalje smatraju da mnoge specijalizirane smještajne jedinice već igraju važnu ulogu u promicanju koncepta ekološki održivog turizma, osobito kućice za odmor u prirodi i divljini (vidi Perry, 2015, u vezi luksuznih kućica za odmor i njihove održivosti na Novom Zelandu).

Ribičke kućice su male poslovne jedinice. Prema Oxfordovom rječniku arhitekture (2015), kućica za odmor je građevina u planinskom predjelu ili divljini koju koriste primjerice lovci ili ribolovci. Robinson et al. (2013) definirali su ribičke i lovačke kućice kao tipične rustikalne nastambe smještene u divljini (ponekad dostupne samo hidroavionom) u kojima se smještaju posjetitelji koji se bave lovom ili ribolovom, a nude neke od uobičajenih hotelskih pogodnosti poput smještaja i prehrane. Druge vrste turističkih kuća koje literatura navodi su skijaške kuće, planinske kuće, kuće u nacionalnim parkovima i eko kuće. Zajedničko im je da su smještene na relativno izoliranim lokacijama, u prirodnom okruženju, rustikalne su gradnje i imaju rustikalnu atmosferu te nude i obroke (Timothy i Teye, 2009).

Prve ribičke kućice izgrađene su u devetnaestom stoljeću u ruralnom zaleđu Londona, a svojim izgledom imitirale su društvenu ekskluzivnost najboljih klubova za gospodu iz toga vremena (Mordue, 2016). Bogati muškarci iz okolice grada nastojali su iskazati svoju muževnost lovom i ribolovom, pri čemu se povlačila jasna crta između onoga što se smatralo civiliziranim (muževnost i bjelačka nadmoć) i onoga što to nije (rasne i spolne podjele) (Jessup, 2006). Elite su unosile element kontrole ne samo u način na koji su se koristila područja uz rijeke, već i u to

establishments already seem to play a role in promoting the ecologically sustainable tourism concept, especially the nature and wilderness lodges (see Perry, 2015, in reference to luxury lodges in New Zealand and their sustainability).

Fishing lodges are small operators. According to the Oxford Dictionary of Architecture (2015) a lodge is a building in mountainous or wild country, used by, for example, hunting, shooting, or fishing parties. Robinson et al. (2013) defined fishing and hunting lodges as typically rustic facilities located in wilderness areas (sometimes accessible only by float plane) that cater to visitors engaged in hunting or fishing, offering some of the usual amenities of regular hotels such as accommodation and dining services. Other types of tourism lodges identified in the literature include ski lodges, mountain lodges, national park lodges, and ecolodges. Their common characteristics are relatively isolated locations, natural settings, rustic construction and atmosphere, and on-site meal services (Timothy and Teye, 2009).

The first fishing lodges were built during the nineteenth century in London's rural hinterlands, and were designed to replicate the social exclusivity found in the best gentlemen's clubs of the day (Mordue, 2016). Affluent males from city environments tried to revitalize manliness through field sports, with a clear line between that which was viewed as civilized (manliness and white supremacy), and that which was not (racial and gender divides) (Jessup, 2006). There was an element of control exercised by elites not only in how riverscapes were used, but also in who could use these spaces. The Catskills and Adirondacks were definitive examples of lodges that took on the same culture as their urban (e.g., New York City) counterparts (Mordue, 2016).

The design and extravagance of fishing lodges in wilderness areas were tailored

tko je ta područja smio koristiti. U planinskim područjima Catskills i Adirondacks nalazimo niz primjera kućica za odmor koje su odražavale jednaku kulturu kao i njihovi gradovi uzori (npr. New York) (Mordue, 2016).

Svojim dizajnom i ekstravagancijom ribičke kućice u divljini nastojale su zadržati civiliziranost. Jessup (2006) navodi primjere industrijalaca poput Allena Gilmora na rijeci Godbout u Quebecu i Ristigouche Salmon Club, među čijim su članovima bili C. L. Tiffany, William Dodge i W. K. Vanderbilt. Prvi od ta dva primjera opisan je kao "oaza luksuza u pustoši divljine" (Jessup, 2006: 88), a drugi kao "blagi primitivizam koji karakterizira luksuznost lova na losose" (str. 89). Ta su mjesta bila prekrčana simbolima... "muževni prostori, koji odražavaju muški ukus i način života bogatih, "najciviliziranijih" od svih ljudi" (str. 89), s lovačkim trofejima poput prepariranih riba, glava raznih životinja, obično mužjaka, te rogova.

Neki znanstvenici smatraju da lov i ribolov predstavljaju možda najautentičnije iskustvo koje turist može doživjeti u prirodi te stoga predstavljaju odlične primjere ekoturizma. Franklin (2001) smatra da, kako ribolov predstavlja cjelovitije iskustvo, jer se ribe konzumira ne samo pogledom, već i dodirom i okusom, turisti tako imaju priliku iskusiti autentičniji doživljaj. Ustvari, osjeti poput dodira, mirisa i okusa mogli bi biti važniji od vida (Mordue, 2016; takva razmišljanja nalazimo i u Mordue, 2009). Mordue ide toliko daleko da tvrdi da mušičarenje može biti "sami vrhunac" za visoko motivirane ekoturiste u ekoturizmu jer se manje oslanja na infrastrukturu, specijalizirano je, uključuje putovanja koja su i svojom duljinom i vrstom aktivnosti zahtjevna, a omogućava i snažnu interakciju s prirodom.

Neki istraživači povezali su ribolov i ekoturizam. Holland, Graefe i Ditton (1998; vidi i Fennellova (2000) kritička razmišljanja o toj temi), kao i Zwirn, Pinsky i Rahr (2005) svoja razmišljanja potkrepljuju na sličan način. Oni tvrde da određeni oblici ribolova,

to preserve a more civilized state. Jessup (2006) cites examples of industrialists like Allen Gilmour on the Godbout River in Quebec, and the Ristigouche Salmon Club whose members included C. L. Tiffany, William Dodge, and W. K. Vanderbilt. The former example was characterised as "an oasis of luxury in a desert of wilderness" (Jessup, 2006: 88), and the latter as "soft primitivism that characterized the luxury of salmon fishing" (p. 89). These places were rife with symbolic character... "manly spaces, embodying the masculine tastes and practices of the more affluent, the most "civilized" of men" (p. 89), with badges of sport such as taxidermied fish, heads of different (typically male) animals, and horns.

Some scholars have suggested that fishing and hunting represent perhaps the most authentic experience that tourists can have with the natural world, and thus represent excellent examples of ecotourism. Franklin (2001) argues that because fishing is a more embodied experience, i.e., fish are consumed not just by the gaze, but also through touch and taste, that the tourists is able to secure a more authentic experience. In fact senses such as touch, smell and taste may be more important than the gaze (Mordue, 2016; a perspective also advanced in Mordue, 2009). Mordue goes so far as to suggest that fly-fishing may be the "very zenith" of hard path ecotourism, because of less reliance on infrastructure, specialisation, challenging trips in length and activity, and deep interaction with nature.

Some scholars have made the connection between fishing and ecotourism. Holland, Graefe, and Ditton (1998; see also Fennell's (2000) critical perspective on this stance), as well as Zwirn, Pinsky, and Rahr (2005) ground their perspectives on similar rationale. They argue that certain types of fishing, like billfishing, can be ecotourism because they adhere to ecotourism's core tenets.

kao lov na sabljjarke, mogu spadati pod ekoturizam jer se drže njegovih glavnih načela. Ti se oblici pecanja: (a) odvijaju u prirodi, (b) uključuju edukaciju i interpretaciju, (c) uljučuju održivost, (d) počivaju na premisama poštovanja lokalnih kultura, (e) pridonose zaštiti prirode i (f) pridonose lokalnim gospodarstvima.

Treća od navedenih natuknica najrelevantnija je za ovaj rad. Zwirn et al. (2005) tvrde da djelatnosti mogu postati ekološki održivima zahvaljujući nizu različitih čimbenika. Mora doći do suradnje između raznih skupina dionika, poput vlasti, gospodarstva i skupina koje se bave zaštitom prirode. Treba istražiti granice mortaliteta te postaviti ograničenja za svaku pojedinu vrstu, a svi subjekti trebali bi raditi na tome da se te granice i poštuju. Granice prihvatnih kapaciteta treba odrediti u skladu sa sposobnošću resursne baze da apsorbira takvo njihovo korištenje. Usto treba uvesti i sustav dozvola kako bi se bolje upravljalo brojem poslovnih subjekata. Treba koristiti razne tehnike pecanja, pri čemu mušičarenje, koje poštuje načelo “ulovi i pusti” (jednom udicom, bez kontra kuke) predstavlja najobzirniju tehniku jer je mogućnost ozljeđivanja ribe najmanja. Nadalje, kućicama treba upravljati na održiv način, uz korištenje četverotaktnih motora, tehnologija koje štede energiju, programa recikliranja, zelenog transporta te goriva i kemikalija koje ne štete okolišu.

Međutim, ono što ekoturizam i ribičke kućice za mušičarenje imaju zajedničko nije samo ribolov, već i pružanje usluga smještaja. Eko-kuće za odmor obično imaju oko 10 soba (Erdem i Tetik, 2013); privlače posjetitelje iz višeg dijela socioekonomskog spektra (Sumanapala, Kotogama, Perera, Galahitiyawe i Suranga, 2015); smještene su u prirodi; male su i njima upravljaju pojedinci iz lokalne zajednice (Moscardo, Morrison i Pearce, 1996). Neke male ekoturističke ribičke kućice nastoje mušičarenje povezati i s razgledavanjem flore i faune (Santiago i Pitta, 2011).

These types of angling: (a) are nature-based, (b) involve education and interpretation, (c) incorporate sustainability into their operations, (d) are premised on respect for local cultures, (e) contribute to conservation, and (f) contribute to local economies.

It is the third guideline stated that is most relevant to the present work. Zwirn et al. (2005) argue that environmentally sustainable operations may result from a number of efforts. Cooperation must take place between various stakeholder groups, such as government, industry and conservation groups. Mortality limits should be researched, and limits should be set from species-specific standpoint, and all operators should work to preserve these limits. Carrying capacity limits should be set in line with the capability of the resource base to absorb such use, and a permit system should be implemented to manage the number of operators. Various angling techniques should be employed, with catch-and-release fly-fishing (single, barbless hook) as the most sensible technique in light of the potential to harm hooked fish. Furthermore, lodges should be sustainably operated, with the use of four-stroke engines, energy efficient technologies in the lodge including renewable energy generation, recycling programs, green transportation, and environmentally-friendly fuels and chemicals.

But it is not only the act of fishing, but also the provision of lodging services where commonalities occur between ecotourism and fly-fishing lodges. Ecolodges typically having around 10 rooms (Erdem and Tetik, 2013); they attract visitors at the higher end of the socio-economic continuum (Sumanapala, Kotogama, Perera, Galahitiyawe, and Suranga, 2015); they are nature-based; and they are small-scale, and individually and locally owned (Moscardo, Morrison, and Pearce, 1996). Some small ecotourism lodges attempt to balance the viewing of flora and fauna with fly-fishing (Santiago and Pitta, 2011).

Eko-kuću za odmor se može definirati kao “turističku kuću vezanu uz prirodu koja primjenjuje filozofiju i načela ekoturizma (Russell, Bottrill i Meredith, 1995). Mehta (2006: 418) nudi detaljniju definiciju:

Eko-kuća je smještajni objekt koji ima od 5 do 75 soba, ima mali negativni učinak na okoliš, smješten je u prirodi i financijski održiv, pomaže zaštititi okolnih osjetljivih područja; u svoj rad uključuje lokalnu zajednicu te ona od nje ima koristi; turistima nudi interpretativno i interaktivno iskustvo sudjelovanja; nudi duhovno jedinstvo s prirodom i kulturom; projektirana je, dizajnirana, izgrađena i radi na način koji vodi računa o okolišu i društvu.

Aspekti navedeni u ovoj definiciji važni su za zaključke istraživanja koje je Chan (2010) proveo s iskustvenog stanovišta. Chan je utvrdio da postoje četiri ključne dimenzije zadovoljstva pri konzumiranju kod posjetitelja eko-kuće za odmor: lokacija/krajolik, netaknuta priroda i mirna atmosfera, nova iskustva i eko-rekreacijske aktivnosti. Kwan, Eagles i Gebhardt (2008) ustanovili su da niže motivirani ekoturisti naglasak stavljaju više na kvalitetu kreveta, sanitarija, obroka, kupaonice i reputaciju kućice za odmor nego turisti koji su manje platežne moći (vidi i Kwan, Eagles i Gebhardt, 2010).

Neke eko-kuće za odmor izgrađene su tako da maksimalno smanjuju svoj negativni utjecaj na poljoprivredno zemljište (Al-Hamidi, 2015), a većina ih nastoji što više smanjiti ometanje kako bi maksimizirale zaštitu bioraznolikosti. U tom kontekstu istražuje se uloga koju eko-kuće za odmor imaju u smanjenju emisije ugljika i zbrinjavanju biootpada i zaključuje se da je zaštita flore ključna u podržavanju načela ekoturizma i projektiranju eko-kuće za odmor (Hakim i Nakagoshi, 2014). Pozivajući se na više izvora, Erdem i Tetik (2013) daju detaljniji pregled eko-kuća za odmor prema osam glavnih kri-

Defined, an ecolodge is “a nature-dependent tourist lodge that meets the philosophy and principles of ecotourism (Russell, Bottrill, and Meredith, 1995). Mehta (2006: 418) offers a more elaborate definition:

An ecolodge is a five- to 75-room, low-impact, nature-based, financially sustainable accommodation facility that helps protect sensitive neighbouring areas; involves and benefits local communities; offers tourists an interpretive and interactive participatory experience; provides a spiritual communion with nature and culture; and is planned, designed, constructed and operated in an environmentally and socially sensitive manner.

Aspects of this definition are important in the findings of Chan (2010) from an experiential standpoint. Chan found that the four key satisfying experiential consumption dimensions for ecolodge visitors were: location/landscape, pristine natural environment and peaceful atmosphere, novelty in experiences, and eco-recreation-based activities. Kwan, Eagles, and Gebhardt (2008) found that upscale or soft-path ecotourists placed more emphasis on quality of bed, sanitary conditions, dining services, private wash-room, and reputation of the lodge than their budget travel counterparts (see also Kwan, Eagles, and Gebhardt, 2010).

Some ecolodges are built in such a way as to minimise their footprint in preserving agricultural land (Al-Hamidi, 2015), while most attempt to minimise disturbance in order to maximise biodiversity conservation. From this latter perspective, research has examined the role that ecolodges play in carbon capture and storage in biomass, suggesting that the preservation of flora is essential in supporting the principles of ecotourism and ecolodge design (Hakim and Nakagoshi, 2014). Drawing on several sources, Erdem and Tetik (2013) offer a more comprehensive view of ecolodges according to

terija: lokacija/arhitektura, sadržaji, energija i materijali, upravljanje vodama i sanitacija, upravljanje otpadom, upravljanje ispušnim plinovima, upravljanje bukom i upravljanje okolišem. Nadalje, čini se da kriterij održivosti predstavlja jedan od glavnih ciljeva vlasnika eko-kuća za odmor.

4. METODOLOGIJA

U ovom istraživanju metodom analize sadržaja analizirane su internetske stranice 196 ribičkih kućica za mušičarenje diljem svijeta. Analiza sadržaja uvelike se koristi u israživanjima društvene i ekološke odgovornosti poslovanja (Gray et al., 1995) i turizma. Primjerice, Millar i Sammons (2006) koristili su je u istraživanju internetskih stranica 53 eko-kućice za odmor na Kostariki u marketinške svrhe te došli do zaključka da se internet nedovoljno koristi pri plasiranju te vrste proizvoda na tržište ekoturizma.

Postupak koji se koristi u ovome istraživanju, prema Garrodu i Fennellu (2004), slijedi načela analize manifestnog sadržaja koju je razvio Weber (1990). Ona uključuje analizu izvana vidljivog materijala komunikacije (Bos i Tarnai 1999), poput internetskih stranica, i pri tome rabi sljedeći format: (1) Odrediti jedinice registriranja; (2) Odrediti kategorije (i podkategorije, u slučaju ovog istraživanja); (3) Testirati kodiranje na uzorku teksta; (4) Ocijeniti točnost i pouzdanost; (5) Revidirati pravila kodiranja; (6) Vratiti se na korak (3); (7) Kodirati sav tekst.

Kako bi se sastavio reprezentativni popis ribičkih kućica diljem svijeta, korišteno je nekoliko različitih izvora. Prvo, pretraživanjem interneta i pregledom popularnih publikacija na temu mušičarenja (Fly Fisherman Magazine, Fly Fishing i Fly Tying Magazine) utvrđeno je koje su najznačajnije specijalizirane trgovine opreme za mušičarenje i turističke agencije koje se njime bave. Za

eight major headings: location/architecture, facilities, energy and material, water management and sanitation, waste management and sanitation, exhaust management, noise management, and environment management. Furthermore, the sustainability criterion appears to be one of the most important goals of ecolodge owners.

4. METHODOLOGY

This study used content analysis to analyse the websites of 196 fly fishing lodges around the world. Content analysis has been widely used in both corporate social and environmental responsibility research (Gray et al., 1995) and tourism. Millar and Sammons (2006), for example, used content analysis to investigate the websites of 53 ecolodges in Costa Rica for the purpose of marketing, with the general conclusion that Internet use is underutilized in bringing the product to the ecotourism market.

The procedure used in this study, based on Garrod and Fennell (2004), follows from the manifest content analysis perspective developed by Weber (1990). This involved analyzing the visible surface material of a communication (Bos and Tarnai 1999), such as websites, using the following format: (1) Define the recording units; (2) Define the categories (and sub-categories in the case of this research); (3) Test coding on a sample of text; (4) Assess accuracy or reliability; (5) Revise the coding rules; (6) Return to step (3); (7) Code all of the text.

In order to create a representative list of fly fishing lodges around the world, several different sources were used. First, major fly-fishing outfitters and fly-fishing travel companies were identified through Internet searches and a review of popular fly-fishing-related publications (Fly Fisherman Magazine, Fly Fishing and Fly Tying Magazine). The resulting fly-fishing outfitters used

potrebe ovog istraživanja odabrane su sljedeće trgovine opremom za mušičarenje: the Fly Shop (USA), Orvis (USA) i Wilson's Fly Shop (Kanada). Od turističkih agencija u ovo istraživanje uključene su: Fly Water Travel, Fly Odyssey, Yellow Dog Fly Fishing i Frontiers Travel. Sve agencije na svojim stranicama navode popise vodiča, trgovina, izleta, destinacija i pružatelja usluga smještaja za putovanja koja se baziraju na mušičarenju i to iz cijeloga svijeta. Utvrđeno je koje se sve kućice za odmor spominju na njihovim stranicama, bilo da ih izravno navodi trgovina ili turoperator ili da ih navode vodiči koje oni preporučuju. Usto, tom su popisu dodane i kućice za odmor koje preporučuju dvije knjige Crisa Santelle (2004, 2011), pošto je riječ o smještaju kojega preporučuju priznati i ugledni ribiči. Na kraju, popisu je dodano i 9 od 10 najboljih ribičkih kućica za mušičarenje po izboru časopisa Forbes (deseti nije stavljen na popis jer se radi o brodu, a ne o kućici za odmor).

Nakon što su uklonjene natuknice koje se pojavljuju nekoliko puta, na popisu su ostale 394 kućice za odmor. U ovom istraživanju koristile su se samo kućice definirane kao stalne, izgrađene nastambe koje obično u svojim sobama i kolibama imaju i kupaonice s katom/tušem ili u posebnoj zgradi imaju zajedničke kupaonice. Ove kućice imaju i posebnu kuću koja služi kao prostor za druženje i blagovanje. U istraživanje su uključene kućice koje imaju pristup cestom i one koje imaju pristup samo zrakom. Iz istraživanja su isključeni drugi tipovi smještaja popularni za mušičarenje (poput stalnih kampova, privremenih kampova sa šatorima, morskih ili riječnih plovila te hotela u gradovima blizu destinacija za mušičarenje).

Popis 394 kućice za odmor predstavlja ukupnu populaciju za istraživanje. Slučajnim odabirom odabrano je 196 kućica za analizu (Krejcie i Morga, 1970). Prikupljanje podataka uključivalo je prikupljanje informacija objavljenih na službenim internetskim stranicama kućica za odmor, i to onih koji

in this study included: the Fly Shop (USA), Orvis (USA) and Wilson's Fly Shop (Canada). The fly-fishing travel companies included in this study were: Fly Water Travel, Fly Odyssey, Yellow Dog Fly Fishing, and Frontiers Travel. All the companies provided lists of global guides, outfitters, excursions, destinations and accommodation providers for fly-fishing trips on their websites. All the lodges featured on the websites, either directly indicated by the outfitter or tour operator, or used by their recommended guides, were identified. Additionally, the lodges recommended in the two books by Chris Santella (2004, 2011) were added to the list, since they represent the accommodation recommended by recognized and respected anglers in the industry. Finally, 9 of the 10 top fly-fishing lodges as identified by Forbes magazine were added to the list (the 10th was excluded since it was a ship, not a lodge).

After the repeated entries were deleted, the list included 394 lodges. For the purpose of this study only lodges were considered, defined as permanent, built structures, typically offering full bath/shower facilities in each room and cabin, or a separate, shared building with these facilities. These lodges also provide a separate building that serves as the gathering/dining location. Lodges that are accessible by road and lodges that are fly-in operations were included in the analysis. Other types of popular accommodation that are available during fly-fishing trips (such as permanently based seasonal camps, mobile tent camps, sea or river vessels, or hotels in cities close to the fly-fishing destinations) were excluded from this study.

The list of 394 lodges was considered to be the theoretical population of interest in this study. A random sample of 196 lodges was selected for analysis (Krejcie and Morga, 1970). Data collection involved gathering information published on the lodges' corporate websites regarding environmental and

se odnose na njihovu predanost ekološkoj i društvenoj odgovornosti i na inicijative vezane uz njih. Jedinice analize u ovom istraživanju su stoga posebne/individualne inicijative za društveno odgovorno poslovanje o kojima te ribičke kućice komuniciraju na svojim internetskim stranicama, a koje su podvrgnute gore opisanom postupku kodiranja.

5. REZULTATI

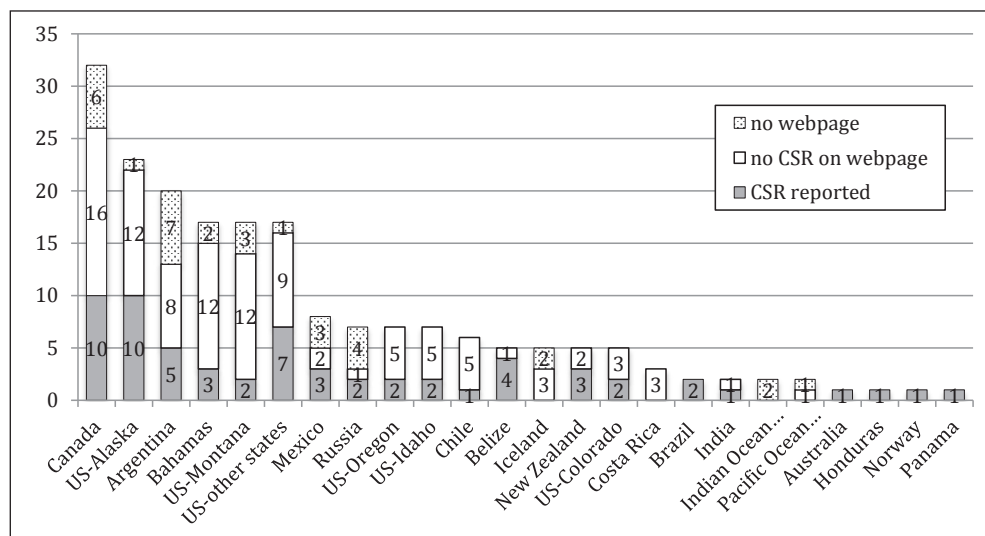
Od 196 kućica, 164 ih ima internetske stranice na engleskom jeziku tako da konačan uzorak obuhvaća 164 poslovna subjekta. Slika 1 i Tablica 1 prikazuju profile zemalja u ukupnom uzorku. U Tablici 1 navedeni su postoci od ukupnog uzorka od 196 kućica i od valjanog uzorka od 164 kućice kako bi se podaci mogli međusobno usporediti. Slika 1 pokazuje kućice koje nemaju internetsku stranicu, one na čijim se stranicama ne spominje društveno odgovorno poslovanje i stranice koje spominju društveno odgovorno

social commitment and initiatives. The units of analysis in this study, therefore, were the distinct/individual corporate social responsibility initiatives communicated on the websites of these fly-fishing lodges, which were subject to the coding procedure identified above.

5. RESULTS

Out of the 196 lodges, 164 had websites in English resulting in effective sample of 164 companies. Figure 1 and Table 1 present the country profile of the total sample. In Table 1 we have given percentages based on the total sample of 196 and on the effective sample of 164 lodges to enable side-by-side comparisons. Figure 1 shows the breakdown of lodges that had no webpage, no CSR on the webpage, and websites where CSR was reported. Geographically, the largest group of lodges was located in the United States (76),

Slika 1. Profil uzorka / Figure 1. Sample profile



* bez internetske stranice = *no webpage*; bez CSR na internetskoj stranici = *no CSR on webpage*; izvještavaju o CSR = *CSR reported*

poslovanje. Zemljopisno, najveća skupina kućica odnosi se na one koje se nalaze u Sjedinjenim Državama (76), a slijede Kanada (32), Argentina (20), Bahami (17) i Meksiko (8) (Slika 1). U Sjedinjenim Američkim Državama najpopularnija država je Aljaska s 23 kućice, a slijede Montana sa 17 te Oregon i Idaho s po 7 kućica. Većina kućica na Bahamima i u Montani, dvama veoma popularnim područjima za mušičarenje, ima internetske stranice, ali većina ih (po 12 u svakom slučaju) ne navodi nikakve informacije vezane uz društveno odgovorno poslovanje.

Daljnjom analizom profila uzorka moguće je ustanoviti neke obrasce koji zaslužuju pažnju (Tablica 1). Prvo, dok većina zemalja ima visoko prisustvo na internetu, u nekolicina zemalja manje od 75% kućica ima internetsku stranicu (Argentina, Meksiko, Rusija i Island). Drugo, među kućicama koje imaju internetsku stranicu, društveno odgovorno poslovanje češće se spominje u zemljama kao Belize, Meksiko, Rusija, Argentina i Kanada, a rjeđe u Sjedinjenim Državama, Bahamina i Čileu.

followed by Canada (32), Argentina (20), Bahamas (17), and Mexico (8) (Figure 1). Within the United States, the most popular states were Alaska with 23 lodges, Montana with 17, and Oregon and Idaho with 7 lodges each. The majority of lodges in both Bahamas and Montana, two very popular regions for fly-fishing, have webpages but most of these webpages (12 in both cases) do not publish any CSR information.

A further analysis of the sample profile yields some noteworthy patterns (Table 1). First, while the majority of the countries have high Internet presence, in several countries less than 75% of lodges have a website (Argentina, Mexico, Russia, and Iceland). Secondly, among the lodges that have a website, CSR reporting is more common in countries such as Belize, Mexico, Russia, Argentina and Canada and lower in the United States, Bahamas and Chile.

Tablica 1. Profil uzorka / Table 1. Sample profile

Država / Country	Ukupni uzorak (I) / Total sample (I)	Valjani uzorak (II) / Effective sample(II)	Prisustvo na internetu (%) / Internet presence (%)	Postotak izvještavanja o društveno odgovornom poslovanju u (I) (%) / Percentage reporting CSR within (I) (%)	Postotak izvještavanja o društveno odgovornom poslovanju u (II) (%) / Percentage reporting CSR within (II) (%)
SAD / United States	76	71	93,4 / 93.4	32,9 / 32.9	35,2 / 35.2
Kanada / Canada	32	26	81,3 / 81.3	31,3 / 31.3	38,5 / 38.5
Argentina / Argentina	20	13	65,0 / 65.0	25,0 / 25.0	38,7 / 38.7
Bahami / Bahamas	17	15	88,2 / 88.2	17,6 / 17.6	20,0 / 20.0
Meksiko / Mexico	8	5	62,5 / 65.5	37,5 / 37.5	60,0 / 60.0
Rusija / Russia	7	3	42,9 / 42.9	28,6 / 28.6	66,7 / 66.7
Čile / Chile	6	6	100 / 100	16,7 / 16.7	16,7 / 16.7
Belize / Belize	5	5	100 / 100	80,0 / 80.0	80,0 / 80.0
Island / Iceland	5	3	60,0 / 60.0	0 / 0	0 / 0
Novi Zeland / New Zealand	5	5	100 / 100	60,0 / 60.0	60,0 / 60.0
Ostalo / Other	15	12	80,0 / 80.0	46,7 / 46.7	58,3 / 58.3
Ukupno / Total	196	164	83,7 / 83.7	32,1 / 32.1	38,4 / 38.4

Izveštavanje o temama održivosti

Od 164 kućice koje imaju internetsku stranicu, njih 38,4% (63 kućice) navode informacije vezane uz održivost. Najpopularnije teme su one koje se odnose na očuvanje okoliša, podršku nevladinim organizacijama, dobrobit zajednice i politiku "ulovi i pusti" (Slika 2). Kvalitativna analiza sadržaja komunikacija kućica o dobrobiti zajednice ukazuje na prisustvo podtema poput podržavanja lokalnog gospodarstva korištenjem usluga lokalnih dobavljača, umjetnika, vodiča, zaposlenika, poticanje podržavanja malih poslovnih subjekata s toga pododručja te napore u promicanju turizma i održivog razvoja. Većina navedenog odvija se donacijama, prikupljanjem sredstava i volontiranjem u organizacijama i na projektima u lokalnoj zajednici s fokusom na poboljšanje zdravlja i obrazovanja (neki od primjera su izgradnja škola, izgradnja terapijskih centara, davanje stipendija studentima).

Kućice u uzorku znatno se razlikuju po svojoj popularnosti (Tablica 2). Sve njih preporučilo je između jednog i sedam različitih izvora (trgovine opremom za mušičarenje, turističke agencije koje se bave mušičarenjem, knjige ili top-liste, vidi metodologiju). Preko polovice kućica iz uzorka (56,1%) preporučila je samo jedna specijalizirana trgovina ili dobavljač, dok su njih 20,7% preporučila dva dobavljača. Preostalih 23,2% preporučilo je tri ili više dobavljača. Dvanaest kućica preporučilo je pet ili više raznih dobavljača, što ukazuje na njihovu veliku popularnost i prepoznatljivost na tržištu.

Uzorak kućica podijeljen je na dvije skupine, prema popularnosti, mjereno brojem izvora na kojima se one pojavljuju. Kućice koje su prisutne u jednom ili dva izvora smatraju se manje popularnima i priznatima, dok se kućice koje se javljaju u tri ili više izvora smatraju vrlo popularnima i priznatima. Odlučeno je da se kreira kategorija "slabo po-

Reporting of sustainability themes

Of the 164 lodges that had websites, 38.4% (63 lodges) provided sustainability-related information. The most popular themes that were discussed included environmental conservation, supporting NGOs, community wellbeing, and having a catch-and-release policy (Figure 2). Qualitative content analysis of lodge communications on community wellbeing indicated the presence of subthemes such as supporting local economy through using services of local contractors, artists, guides, employees, fostering supportive relationships with small businesses in the area, and efforts to promote tourism and sustainable development. Most of the reported engagement takes place through donations, fundraising, and volunteering for local community organizations and projects, with a focus on improvements in health and education (examples include construction of schools, construction of a therapy centre, providing scholarships for students).

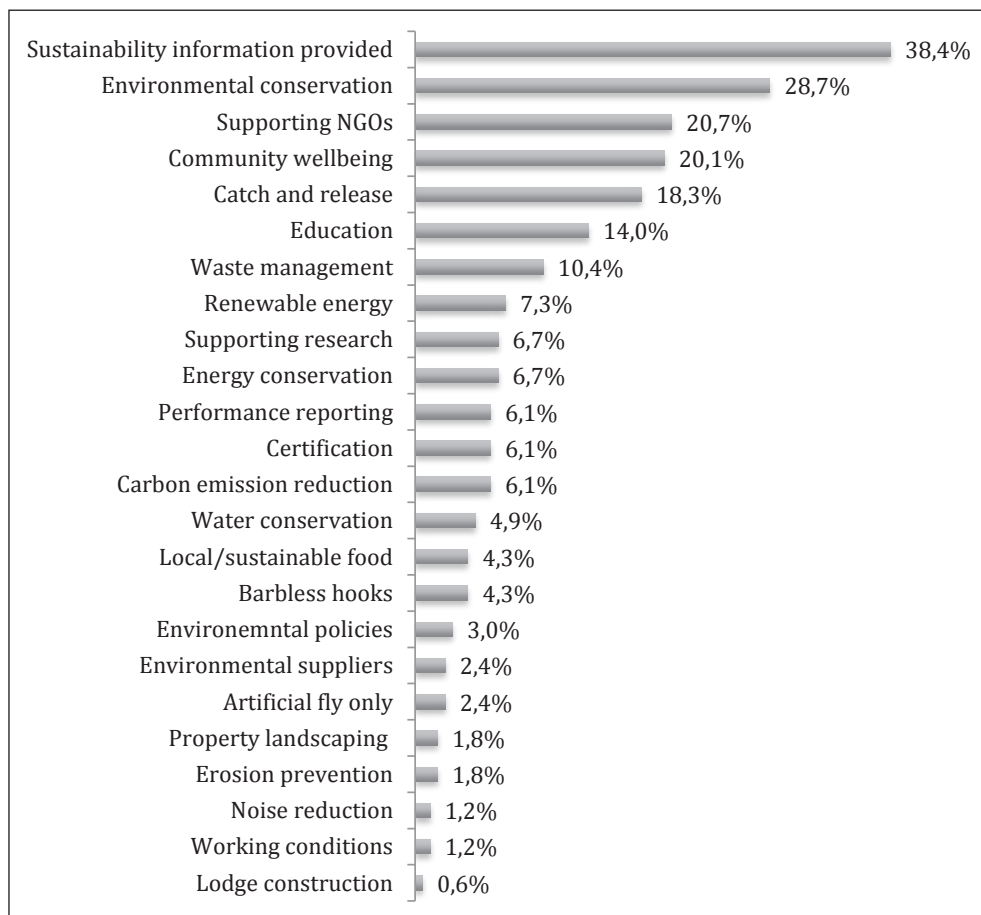
The lodges in the sample differed significantly in their popularity (Table 2). All of them were recommended by between one and seven different sources (fly-fishing outfitters, fly-fishing travel companies, books, or rankings, see methodology). Over one-half of the lodges in the sample (56.1%) were recommended by only one outfitter or provider, while 20.7% were recommended by two providers. The remaining 23.2% were recommended by three or more providers. Twelve lodges were recommended by five or more different providers, demonstrating a higher level of popularity and recognition in the market.

The sample of the lodges was divided into two groups based on popularity, as measured by the number of sources on which they were featured. Lodges that were present in one or two sources were considered as less popular and established, while lodges featured in three or more sources were considered high-

pularne kućice” za one koje se spominju u samo 1 do 2 izvora jer smo imali dojam da su to destinacije u nastajanju. “Vrlo popularne kućice”, koje se spominju na tri ili više stra-

ly popular and recognized. The decision to develop the “Low popularity lodges” category based on 1-2 sources was on the basis of the feeling that these lodges were emerging

Slika 2. Izvještavanje o temama vezanima uz održivost kod 164 kućice koje imaju internetsku stranicu / Figure 2. Reporting of sustainability themes out of 164 lodges with websites



* Postojanje informacija o održivosti = *Sustainability information provided*; Zaštita okoliša = *Environmental conservation*; Podrška nevladinim udrugama = *Supporting NGOs*; Dobrobit zajednice = *Community wellbeing*; Ulovi i pusti = *Catch and release*; Obrazovanje = *Education*; Upravljanje otpadom = *Waste management*; Obnovljiva energija = *Renewable energy*; Podrška istraživanja = *Supporting research*; Očuvanje energije = *Energy conservation*; Izvještavanje o rezultatima = *Performance reporting*; Certificiranje = *Certification*; Smanjenje emisije ugljika = *Carbon emission reduction*; Zaštita vode = *Water conservation*; Lokalna/održiva hrana = *Local/sustainable food*; Udice bez povratne kuke = *Barbless hooks*; Politike zaštite okoliša = *Environmental policies*; Eko dobavljači = *Environmental suppliers*; Samo umjetna mušica = *Artificial fly only*; Uređenje okoliša = *Property landscaping*; Sprječavanje erozije = *Erosion prevention*; Smanjenje buke = *Noise reduction*; Radni uvjeti = *Working conditions*; Izgradnja kućica = *Lodge construction*

nica, smatraju se već priznatim destinacijama s obzirom na svoju popularnost.

Upotrijebljen je hi-kvadrat test kako bi se usporedio udio kućica koje spominju razne teme vezane uz društveno odgovorno poslovanje u ove dvije skupine (Tablica 2). Test ukazuje na to da popularne kućice imaju znatno višu razinu izvještavanja o temama vezanim uz održivost općenito, kao i o sljedećim specifičnim temama: očuvanje okoliša, podržavanje nevladinih organizacija, dobrobit zajednice, politika "ulovi i pusti", obrazovanje, podrška istraživanjima, uređenje krajolika na imanjima na kojima se nalaze i način gradnje kućica. Ti podaci potvrđuju rezultate prethodnih istraživanja kojima se ustvrdilo da su poslovni subjekti koji su vidljiviji u javnosti pod većim utjecajem izvanjskih društvenih ograničenja te se nalaze i pod većim pritiskom primjene društveno odgovornog poslovanja nego manje vidljivi poslovni subjekti (Brammer i Millington, 2006; Gamerschlag et al., 2011).

Usporedba kućica u SAD-u i onih u drugim zemljama pokazala je znatno nižu razinu uključivanja u zajednicu kod američkih kućica (14,1% američkih kućica naspram 24,7% ostalih kućica, pri čemu je $p=0,092$), politika "ulovi i pusti" (11,3% američkih naspram 23,7% drugih kućica pri čemu je $p=0,042$) te podrška istraživanjima (2,8% američkih, naspram 9,7% drugih kućica pri čemu je $p=0,082$).

destinations. The "High popularity lodges" based on three or more websites in which they were featured were thought to be already established destinations based on their popularity.

A chi-square test was conducted to compare the proportion of lodges reporting on different CSR issues in these two groups (Table 2). The test indicated that the more popular lodges had significantly higher levels of reporting on sustainability issues in general, as well as on the following topics: environmental conservation, supporting NGOs, community wellbeing, catch and release policy, education, supporting research, property landscaping and lodge construction. This finding supports previous research stating that companies that are more visible to the public are influenced to a greater degree by social constraints and are under greater pressure to adopt CSR than companies with lower visibility (Brammer and Millington, 2006; Gamerschlag et al., 2011).

Comparisons between US and non-US lodges showed significantly lower levels of community involvement (14.1% of US lodges versus 24.7% of remaining lodges, at $p=0.092$), catch and release policy (11.3% of US lodges versus 23.7% of other lodges at $p=0.042$) and support for research (2.8% of US lodges versus 9.7% of other lodges at $p=0.082$) in US lodges.

**Tablica 2. Izvještavanje prema popularnosti kućica /
Table 2. Reporting by lodges with higher and lower popularity**

	Valjani uzorak (n=164) (%) / Effective sample (n=164) (%)	Slabo popularne kućice (n=126) (%) / Low popularity lodges (n=126) (%)	Vrlo popularne kućice (n=38) (%) / High popularity lodges (n=38) (%)	Hi-kvadrat test / Chi-Square test	Sig. level (2-sided) df=1 / razina signifikantnosti (dvosmjern test) ss=1
Postojanje informacija o održivosti / Sustainability information provided	38,4 / 38.4	33,3 / 33.3	55,3 / 55.3	5,935 / 5.935	,015 / .015
Zaštita okoliša / Environmental conservation	28,7 / 28.7	25,4 / 25.4	39,5 / 39.5	2,830 / 2.830	,093 / .093
Podrška nevladinim udrugama / Supporting NGOs	20,7 / 20.7	15,1 / 15.1	39,5 / 39.5	10,572 / 10.572	,001 / .001
Dobrobit zajednice / Community wellbeing	20,1 / 20.1	16,7 / 16.7	31,6 / 31.6	4,039 / 4.039	,044 / .044
Ulovi i pusti / Catch and release	18,3 / 18.3	15,1 / 15.1	28,9 / 28.9	3,757 / 3.757	,053 / .053
Obrazovanje / Education	14,0 / 14.0	10,3 / 10.3	26,3 / 26.3	6,197 / 6.197	,013 / .013
Upravljanje otpadom / Waste management	10,4 / 10.4	9,5 / 9.5	13,2 / 13.2	NZ / NS	NZ / NS
Obnovljiva energija / Renewable energy	7,3 / 7.3	7,1 / 7.1	7,9 / 7.9	NZ / NS	NZ / NS
Podrška istraživanja / Supporting research	6,7 / 6.7	2,4 / 2.4	21,1 / 21.1	16,266 / 16.266	,000 / .000
Očuvanje energije / Energy conservation	6,7 / 6.7	7,1 / 7.1	5,3 / 5.3	NZ / NS	NZ / NS
Izvještavanje o rezultatima / Performance reporting	6,1 / 6.1	5,6 / 5.6	7,9 / 7.9	NZ / NS	NZ / NS
Certificiranje / Certification	6,1 / 6.1	6,3 / 6.3	5,3 / 5.3	NZ / NS	NZ / NS
Smanjenje emisije ugljika / Carbon emission reduction	6,1 / 6.1	6,3 / 6.3	5,3 / 5.3	NZ / NS	NZ / NS
Zaštita vode / Water conservation	4,9 / 4.9	5,6 / 5.6	2,6 / 2.6	NZ / NS	NZ / NS
Lokalna/održiva hrana / Local/sustainable food	4,3 / 4.3	3,2 / 3.2	7,9 / 7.9	NZ / NS	NZ / NS
Udice bez povratne kuke / Barbless hooks	4,3 / 4.3	4,8 / 4.8	2,6 / 2.6	NZ / NS	NZ / NS
Politike zaštite okoliša / Environmental policies	3,0 / 3.0	2,4 / 2.4	5,3 / 5.3	NZ / NS	NZ / NS
Eko dobavljači / Environmental suppliers	2,4 / 2.4	2,4 / 2.4	2,6 / 2.6	NZ / NS	NZ / NS
Samo umjetna mušica / Artificial fly only	2,4 / 2.4	2,4 / 2.4	2,6 / 2.6	NZ / NS	NZ / NS
Uređenje okoliša / Property landscaping	1,8 / 1.8	0,8 / 0.8	5,3 / 5.3	3,248 / 3.248	,072 / .072
Sprječavanje erozije / Erosion prevention	1,8 / 1.8	2,4 / 2.4	0,0 / 0.0	NZ / NS	NZ / NS
Smanjenje buke / Noise reduction	1,2 / 1.2	1,6 / 1.6	0,0 / 0.0	NZ / NS	NZ / NS
Radni uvjeti / Working conditions	1,2 / 1.2	1,6 / 1.6	0,0 / 0.0	NZ / NS	NZ / NS
Izgradnja kućica / Lodge construction	0,6 / 0.6	0,0 / 0.0	2,6 / 2.6	3,336 / 3.336	,068 / .068

* NZ = nije značajno / NS = non significant

Hijerarhija inicijativa

U Tablici 3 navedeni su podaci o najčešćim inicijativama o kojima izvještavaju poslovni subjekti, kako oni s visokom, tako i oni s niskom razinom izvještavanja. Utvrđene su tri razine: niska (tri ili manje inicijativa), srednja (četiri do sedam inicijativa) i visoka (osam ili više inicijativa). Na okomitoj osi u Tablici 3 prikazana je učestalost inicijativa prema četiri različite kategorije: inicijative koje je prihvatilo 25% ili manje kućica, inicijative koje je prihvatilo 26%-50% kućica u skupini, inicijative koje je prihvatilo 51%-75% kućica u skupini i inicijative koje je prihvatilo 76%-100% kućica u skupini.

Kućice s višom razinom izvještavanja navode informacije o širem spektru inicijativa. U toj skupini najčešće su sljedeće inicijative: zaštita okoliša, dobrobit zajednice i podrška nevladinim organizacijama. U tom uzorku nevladine organizacije koje podržava najviše ribičkih kućica su Trout Unlimited (7 kućica), Bonefish and Tarpon Trust (6 kućica), Atlantic Salmon Federation (4 kućice) i Ducks Unlimited (4 kućice).

Analiza podataka pokazuje da je ostvaren napredak u prihvaćanju različitih inicijativa. Kućice koje pokreću ograničen broj inicijativa fokusiraju se na zaštitu okoliša u općenitom smislu, dobrobit zajednice i politiku "ulovi i pusti". Što kućice više prihvaćaju društveno odgovorno poslovanje, počinju u svojem radu poduzimati sve više inicijativa poput podupiranja nevladinih organizacija, potpore istraživanjima i obrazovanju.

Konačno, na najvišoj razini društveno odgovornog poslovanja poduzeća poduzimaju i specifičnije inicijative poput onih za očuvanje energije, smanjene emisije ugljika, upravljanje otpadom itd. te o njima i izvještavaju. (Cjeloviti popis primjera tvrdnji kodiranih u kategorije modela nalazi se u Dodatku 1).

Ovi su podaci grafički prikazani na Slici 3 gdje su utvrđene tri faze izvještavanja o poduzetim inicijativama: niska (Faza 1),

Hierarchy of initiatives

Table 3 provides data on the most popular initiatives reported by companies with high versus low level of reporting. Three levels are identified according to low (three or less initiatives), medium (four to seven initiatives) and high (eight or more initiatives). The vertical axis in Table 3 identifies the popularity of initiatives according to four different categories: Initiatives adopted by 25% or less of lodges, Initiatives adopted by 26%-50% of lodges in the group, initiatives adopted by 51%-75% of lodges in the group, and Initiatives adopted by 76%-100% of lodges in the group.

Higher-level reporters provided information on a wider range of initiatives. The initiatives that have the highest popularity in this group are: environmental conservation, community wellbeing, and supporting NGOs. The most popular NGOs supported by the fly-fishing lodges in the sample were: Trout Unlimited (7 lodges) Bonefish and Tarpon Trust (6 lodges), Atlantic Salmon Federation (4 lodges) and Ducks Unlimited (4 lodges).

Analysis of the data shows progression of adoption of different initiatives. The lodges that have a limited number of initiatives focus on environmental conservation in general terms, community wellbeing, and catch and release. As lodges engage in more CSR, they add initiatives such as supporting NGOs, supporting research, and education.

Finally at the highest level of CSR engagement, companies add more specific initiatives and reporting on energy conservation, carbon emission reduction, waste management, etc. (A complete list of sample statements coded in the framework categories is located in Appendix 1).

These data are graphically presented in Figure 3, where three stages are identified according to the low (Stage 1), medium (Stage

Tablica 3. Redosljed najučestalijih inicijativa o kojima izvještavaju poslovni subjekti, prema razini izvještavanja

Učestalost inicijativa	Razina primjene društveno odgovornog poslovanja		
	Niska razina (3 ili manje inicijativa) n = 30	Srednja razina (4-7 inicijativa) n =20	Visoka razina (8 ili više inicijativa) n = 13
Inicijative koje je prihvatilo 76%-100% kućica u skupini		Zaštita okoliša (90%) Podrška nevladinim organizacijama (85%)	Zaštita okoliša (100%) Dobrobit zajednice (84,6%) Podrška nevladinim organizacijama (84,6%) Obrazovanje (84,6%) Upravljanje otpadom (84,6%) Ušteda energije (76,9%) Emisija ugljika (76,9%)
Inicijative koje je prihvatilo 51%-75% kućica u skupini	Zaštita okoliša (53,3%)	Dobrobit zajednice (65%) Ulovi i pusti (65%)	Ulovi i pusti (61,5%) Učinkovitost (61,5%) Certificiranje (53,8%)
Inicijative koje je prihvatilo 26%-50% kućica u skupini	Dobrobit zajednice (30%) Ulovi i pusti (30%)	Obrazovanje (50%) Podrška istraživanjima (35%)	Zaštita vode (46,2%) Obnovljivi energija (46,2%) Politika zaštite okoliša (38,5%) Podrška istraživanjima (30,8%) Lokalno proizvedena/organska hrana (30,8%)
Inicijative koje je prihvatilo 25% ili manje kućica	Podrška nevladinim organizacijama Obrazovanje Podrška istraživanjima Udice bez kontra kuke Upravljanje otpadom Ušteda energije Emisija ugljika Učinkovitost Certificiranje Zaštita vode Obnovljiva energija Politika zaštite okoliša Lokalno proizvedena hrana Samo umjetne mušice Dobavljači koji poštuju načela zaštite okoliša Sprječavanje erozije Uređenje okolnog krajolika Radni uvjeti Gradnja kućice	Udice bez kontra kuke Upravljanje otpadom Ušteda energije Emisija ugljika Učinkovitost Certificiranje Zaštita vode Obnovljiva energija Politika zaštite okoliša Lokalno proizvedena hrana Samo umjetne mušice Dobavljači koji poštuju načela zaštite okoliša Sprječavanje erozije Uređenje okolnog krajolika Radni uvjeti Gradnja kućice	Udice bez kontra kuke Samo umjetne mušice Dobavljači koji poštuju načela zaštite okoliša Sprječavanje erozije Uređenje okolnog krajolika Radni uvjeti Gradnja kućice

Table 3. Hierarchy of the most popular initiatives reported by companies with high versus low level of reporting

Popularity of initiatives	CSR engagement level		
	Low level (3 or less initiatives) n = 30	Medium level (4-7 initiatives) n =20	High level (8 or more initiatives) n = 13
Initiatives adopted by 76%-100% of lodges in the group		Environmental conservation (90%) Support NGOs (85%)	Environmental conservation (100%) Community wellbeing (84.6%) Supporting NGOs (84.6%) Education (84.6%) Waste management (84.6%) Energy conservation (76.9%) Carbon emissions (76.9%)
Initiatives adopted by 51%-75% of lodges in the group	Environmental conservation (53.3%)	Community wellbeing (65%) Catch and release (65%)	Catch and release (61.5%) Performance (61.5%) Certification (53.8%)
Initiatives adopted by 26%-50% of lodges in the group	Community wellbeing (30%) Catch and release (30%)	Education (50%) Support research (35%)	Water conservation (46.2%) Renewable energy (46.2%) Environmental policy (38.5%) Support research (30.8%) Local/organic food (30.8%)
Initiatives adopted by 25% or less of lodges	Support NGOs Education Support research Barbless hooks Waste management Energy conservation Carbon emissions Performance Certification Water conservation Renewable energy Environmental policy Local food Artificial fly only Environmental suppliers Erosion prevention Property landscaping Working conditions Lodge construction	Barbless hooks Waste management Energy conservation Carbon emissions Performance Certification Water conservation Renewable energy Environmental policy Local food Artificial fly only Environmental suppliers Erosion prevention Property landscaping Working conditions Lodge construction	Barbless hooks Artificial fly only Environmental suppliers Erosion prevention Property landscaping Working conditions Lodge construction

srednja (Faza 2) i visoka (Faza 3). Inicijative u Fazi 1 smatraju se općenitijima, osim politike “ulovi i pusti” koja predstavlja temeljno načelo mušičarenja. Poslovni subjekti koji su u Fazi 2 izvještavaju o osnovnim inicijativama, ali tome pridodaju i podršku nevladinim organizacijama, obrazovanje i podršku istraživanjima. Najviše rangirani poslovni subjekti, međutim, izvještavaju o još više inicijativa koje pokazuju tendenciju izraženije specifičnosti. Iako postoje preklapanja između skupine s najmanje (npr. zaštita okoliša) i one s najviše inicijativa u Fazi 3, inicijative na toj najvišoj razini predstavljaju pojačane istodobne napore poduzeća k dostizanju viših razina odgovornosti. Neki od primjera inicijativa višega reda su upravljanje otpadom, smanjenje emisija ugljika, izvještavanje o rezultatima i kreiranje politike zaštite okoliša. Ribičke kućice za mušičarenje iz Faze 3 mogu se stoga smatrati najsuvremenijim poslovnim subjektima u ovoj gospodarskoj djelatnosti.

2), and high (Stage 3) reporting of initiatives. Stage 1 initiatives are said to be more general in their orientation, apart from catch-and-release, which is thought to be a fundamental initiative adopted by fly-fishing. Stage 2 companies reported the base layer of initiatives, but also included support for NGOs, education, and the support for research. Higher-order companies, however, reported even more initiatives and these tended towards being more specific. That is, although there is some overlap between the base layer of the framework (e.g., environmental conservation) and the top level of Stage 3 these latter initiatives represent advanced, contemporary efforts on the part of enterprises to reach the upper echelons of sustainability. Examples of these higher-order initiatives include waste management, carbon emissions, performance reporting, and environmental policy. These Stage 3 fly-fishing lodges could be identified, therefore, as state-of-the-art enterprises in the industry.

Slika 3. Model faza razvoja društveno odgovornog poslovanja ribičkih kućica za mušičarenje

		Upravljanje otpadom Ušteda energije Emisije ugljika Izvještavanje o učinkovitosti Certificiranje Zaštita vode Obnovljiva energija Politika zaštite okoliša Lokalno proizvedena/organska hrana
	Podrška nevladinim organizacijama Obrazovanje Podrška istraživanjima	Podrška nevladinim organizacijama Obrazovanje Podrška istraživanjima
Zaštita okoliša Dobrobit zajednice Ulovi i pusti	Zaštita okoliša Dobrobit zajednice Ulovi i pusti	Zaštita okoliša Dobrobit zajednice Ulovi i pusti
FAZA 1 (Niska razina izvještavanja) Osnove društveno odgovornog poslovanja	FAZA 2 (Srednja razina izvještavanja) Evoluirajuće društveno odgovorno poslovanje	FAZA 3 (Visoka razina izvještavanja) Suvremeno društveno odgovorno poslovanje

Figure 3. Framework for stages of CSR development in fly-fishing lodges

		Waste management Energy conservation Carbon emissions Performance reporting Certification Water conservation Renewable energy Environmental policy Local/organic food
	Support NGOs Education Support research	Support NGOs Education Support research
Environmental conservation Community wellbeing Catch and release	Environmental conservation Community wellbeing Catch and release	Environmental conservation Community wellbeing Catch and release
STAGE 1 (Low level reporting) Basic CSR	STAGE 2 (Medium level reporting) Evolving CSR	STAGE 3 (High level reporting) State-of-the-art CSR

6. RASPRAVA I ZAKLJUČAK

Ovo istraživanje prvo je koje se na velikom uzorku bavi izvještavanjem ribičkih kućica o društveno odgovornom poslovanju na način da utvrđuje koje su najzastupljenije prakse društveno odgovornog poslovanja, poput zaštite okoliša, podrške nevladinim organizacijama, pridonosenja dobiti zajednice i primjene načela “ulovi i pusti”. Istraživanje je pokazalo da popularnije kućice ulažu veće napore u društveno odgovorno poslovanje i izvještavanje o njima nego one manje popularne. Tu je činjenicu moguće objasniti korištenjem teorije legitimnosti (Omran, 2015), pošto su popularnije kućice istovremeno i vidljivije i nalaze se pod većim pritiskom dionika da ispune društvene norme i očekivanja. Usto, posvećenost koju kućice pokazuju prema problemima zaštite okoliša i uključivanju u zajednicu (dvije najpopularnije teme) predstavljaju neformalno nastojanje za osiguranjem dopuštenja za nastavak djelo-

6. DISCUSSION AND CONCLUSION

The current study is the first to investigate CSR reporting by fly-fishing lodges on a large scale through the identification of the most popular CSR efforts, such as environmental protection, supporting NGOs, community wellbeing efforts, and catch-and-release policies. It further demonstrated higher levels of CSR efforts and reporting in lodges with higher popularity than lodges with lower popularity. This finding can be explained through the use of legitimacy theory (Omran, 2015), since lodges with more popularity are more visible and may feel more pressure from stakeholders to conform to societal norms and expectations. Additionally, lodge commitment to environmental protection and community involvement (the two most popular themes) represent an informal attempt to secure their license to operate in their respective communities. The aspect of “community” is important to investigate

vanja u svojoj zajednici. Aspekt “zajednice” trebalo bi dalje istražiti u kontekstu ribičkih kućica za mušičarenje. Fennell (2017) je ustanovio da ribiči koji se bave mušičarenjem, a koji svoje doživljaje rado objavljuju na Vimeo, pokazuju isti obrazac ponašanja. Iako se prilikom ribolova ponašaju na jednaki način (“ulovi i pusti”, tehnike snimanja, itd.), može se ustanoviti da im je vrlo važno s globalnom zajednicom podijeliti to svoje prilično samotnjačko iskustvo. Potrebno je pumnije istražiti kako ribičke kućice za mušičarenje internetskim stranicama i marketingom s globalnom zajednicom dijele svoja iskustva vezana uz održivost.

Veliki dio literature o razvoju kućica (kako kućica za odmor općenito, tako i onih specifičnih, vezanih za lov i ribolov te ekoturizam) pokazuje da bi se trebalo više baviti fizičkim aspektima razvoja smještaja. Primjerice, Rada (1996) piše da treba smanjiti ekološki otisak prilikom korištenja vode i energije i koristiti razne održive tehnologije. Ovo istraživanje otkrilo je u kojoj mjeri se to i čini. Zaključak je da se razina poduzimanja takvih inicijativa može opisati općenito niskom, kako je prikazano na Slici 2 i u Tablici 2. Potrebno je provesti dodatna istraživanja o tome kako se te tehnologije i pristupi mogu još unaprijediti kod ribičkih kućica za mušičarenje.

U skladu s prethodnim istraživanjima o malim i srednjim poduzećima i društveno odgovornom poslovanju, i ovo je istraživanje utvrdilo da ribičke kućice za mušičarenje pokazuju nisku razinu formaliziranja svojih strategija društveno odgovornog poslovanja u specifične sustave upravljanja i formalne politike (Spence, 2007). Samo 3% kućica u našem uzorku ima definirane politike zaštite okoliša. Jedina iznimka je politika “ulovi i pusti”, koju navodi 18,3% kućica. Ta je politika najvažnija u radu ribičkih kućica za mušičarenje, a važno je napomenuti i da mnoge kućice rade na lokacijama gdje je kod lova na

further in reference to fly-fishing lodges. Fennell (2017) found that there is a global norm in reference to the dispositions of fly fishers who post their fly-fishing experiences on Vimeo. While these anglers were found to share many of the same practices (catch-and-release, filming techniques, and so on), it is the nature of sharing one’s rather solitary experience with the global community that is emerging as important. How fly-fishing lodges share their sustainability commitments with the global community through websites and marketing devices is an area that demands more intensive study.

Much of the literature on lodge development (in general and more specifically around fishing and hunting lodges, and ecotourism) referenced the need to advance thinking around the physical aspects of accommodation development. For example, Rada (1996) addressed the need for smaller ecological footprints around water use and energy, as well as various sustainable technologies. Our study uncovered a breadth of such approaches. A general conclusion moving forward is that the implementation of such initiatives might be characterized as universally low, as reported in Figure 2 and Table 2. More research is required on how these technologies and approaches may be further implemented into fly-fishing lodges.

Consistent with prior research on SMEs and CSR, this study also found that fly-fishing lodges demonstrate low levels of formalization of their CSR strategies into specific management systems and formal policies (Spence, 2007). Only 3% of the lodges in the sample had environmental policies. The only exception was the catch-and-release policy, which was reported by 18.3% of the lodges. This policy is core to the operations of the fly-fishing lodges and it is important to note that many of the lodges operate in locations where catch and release policy is mandatory with respect to certain species of fish. Higher

određene vrste riba obavezno poštivati načelo “ulovi i pusti”. Veća razina prihvaćanja načela “ulovi i pusti” može se objasniti pomoću institucijske teorije (Sanches-Frenandex et al., 2014) prema kojoj će poslovni subjekti prihvatiti odgovorno ponašanje ako je ono vezano uz postojeće propise ili one propise koji će se uskoro donijeti. Politika “ulovi i pusti” sve se više koristi kao alat za zaštitu ribnjaka te mnogi među njima danas imaju propise prema kojima je načelo “ulovi i pusti” obaveza.

Pri evaluaciji napora koje kućice ulažu u održivost treba uzeti u obzir i broj klijenata koje imaju. Ekskluzivne kućice koje imaju veoma mali broj imućnih klijenata mogu imati manje negativnih učinaka na okoliš te će posljedično i inicijative koje pokreću imati manji utjecaj nego one koje pokreću kućice s većim brojem ribiča. Usto, razina održivosti kućica rezultat je mnogih mjera tako da bi bilo potrebno razviti sustav ocjenjivanja koji bi odražavao razinu truda koje kućice u to ulažu. Prisustvo specifične inicijative ne treba nužno značiti da organizacija doista i ulaže napore u postizanje održivosti. Na primjer, politika “ulovi i pusti” možda se provodi jer je kućica smještena u području u kojemu se ta politika općenito provodi, a kućica ima dozvolu da nudi ribu svojim klijentima, a ne zbog toga što kućica ulaže posebne napore u postizanje održivosti.

Potrebno je provesti dodatna istraživanja načina na koje vlasnici/menadžeri malih i srednjih poduzeća koji upravljaju ribičkim kućicama za mušičarenje donose odluke o prihvaćanju inicijativa vezanih uz društveno odgovorno poslovanje. Postojeća istraživanja sugeriraju da spremnost za prihvaćanje praksi vezanih uz održivost i odgovornost prilikom planiranja strategije poslovanja ovisi o njihovom osobnom sustavu vrijednosti i etičkim načelima (Hannan et al., 2009; Vives, 2006). Buduća istraživanja trebala bi pokušati istražiti, možda kvalitativno, spremnost vlasnika kućica da pomaknu granice druš-

adoption of catch and release policies can be explained using institutional theory (Sanches-Frenandex et al., 2014), which predicts that companies would engage in responsible behaviours that are related to existing regulations or in anticipation of possible regulations. Catch-and-release policies have increasingly been used as a conservation tool for fisheries, and many fisheries now have mandatory catch-and-release regulations.

An important consideration when evaluating sustainability efforts by the lodges is also the volume of customers they are serving. Exclusive lodges serving a very small number of wealthy customers may have lesser negative impacts on the environment and as a result initiatives implemented by them would have less impact than initiatives implemented by lodges that serve large numbers of fly-fishers. Additionally, the level of sustainability of a lodge is a result of many initiatives, so there is a need for developing a scoring system that would capture the breath of efforts at a lodge. Presence of a specific initiative may not necessarily reflect conscientious sustainability efforts on the part of an organization. For example, a catch and release policy may be implemented because a lodge is located in high use area where this policy allows the lodge to have fish available for clients, and not be related to sustainability efforts.

More research is required in the area of fly-fishing lodge SME owner/operator decision-making in reference to the adoption of CSR initiatives. Past research has suggested that the willingness to adopt sustainability and responsibility practices is contingent upon their personal values and ethics in mapping out the strategic direction of one's business (Hannan et al., 2009; Vives, 2006). Future studies should endeavour to investigate, perhaps through qualitative means, the willingness of lodge owners to push the boundaries of CSR further in the establishment of best practices in the industry. The

tveno odgovornog poslovanja primjenom najboljih praksi u toj gospodarskoj djelatnosti. Možda treba početi od kućica s najvećim brojem inicijativa za društveno odgovorno poslovanje, kako je prikazano u ovom istraživanju, te od razlika između takvih, odgovornijih poslovnih subjekata i onih manje aktivnih. Analiza ograničenja društveno odgovornog poslovanja doprinijela bi boljem razumijevanju prepreka (npr. financijskih, motivacijskih, obrazovnih) s kojima se poduzeća suočavaju u svojim nastojanjima da postignu veću održivost. Trebalo bi izmjeriti i u kojoj mjeri vanjski pritisci predstavljaju glavni čimbenik za spremnost prihvaćanja inicijativa za društveno odgovorno poslovanje. Može se smatrati da bi uvođenje takvih mjera trebalo proizlaziti iz intrinzičnih vrijednosti i motivacija: iz principjelne i postkonvencionalne organizacijske kulture temeljene na ekološkom holizmu i socio-kulturnoj suradnji (Malloy i Fennell, 1998). Prema teoriji dionika, svi koji su uključeni u djelatnost mušičarenja i kućica – lokalni stanovnici, radnici, ribiči, druga poduzeća – trebaju biti svjesni pravila igre kako bi izgradili intersubjektivno razumijevanje (Carroll, 1993; Wood i Jones, 1995). I same kućice trebaju biti lideri u izgradnji odnosa suradnje među svima koji su uključeni u tu djelatnost. Usto treba i razumjeti u kojoj su mjeri kod mušičarenja međusobno povezani konkurentska prednost i potreba za održivošću i odgovornošću (Kim i Han, 2004).

Buduća istraživanja mogla bi pokušati temeljitije istražiti i odnos između društvene ekskluzivnosti koja se obično veže uz ribičke kućice za mušičarenje (cijena za takva iskustva je veoma visoka) i politika društveno odgovornog poslovanja. Nije poznato kolika je potražnja baš za takvim kućicama. Ribičke kućice najvjerojatnije će zadržati kulturu ekskluzivnosti, kao i eko-kuće koje imaju veće cijene i ugošćuju bogatije klijente te bi vrijedilo dodatno istražiti očekuju li posjetitelji ribičkih kućica višu razinu inicijativa vezanih uz društveno odgovorno poslovanje.

lodges with the greatest number of CSR initiatives, as demonstrated in this research, may be a place to start, along with how these more responsible firms differ from those less active. An analysis of CSR constraints would be important in better understanding the barriers (e.g., financial, motivational, educational) that exist in being more sustainable. The extent to which external pressure exists as a main factor in the willingness to adopt CSR initiatives should also be gauged. It may be argued that the implementation of such measures should be based on intrinsic values and motivations: a principled or postconventional organizational culture base on ecological holism and socio-cultural cooperation (Malloy and Fennell, 1998). Stakeholder theory contends that those who are pulled into the sphere of fly-fishing through the lodge experience—local people, workers, anglers, other businesses—ought to build inter-subjective understanding by being aware of the rules of the game (Carroll, 1993; Wood and Jones, 1995). The lodges themselves should provide leadership, accordingly, in an effort to build cooperative relationships with all involved. Parallel to this is the recognition of how competitive advantage plays into the need to be sustainable and responsible in the fly-fishing sector (Kim and Han, 2004).

Future research might also attempt to explore more fully the relationship between social exclusivity that often comes packaged with fly-fishing lodges (the price point for these experiences is high) and CSR policies. To what extent participants seek lodges directly with such practices is unknown. While a culture of exclusivity is surely a factor that in all probability will remain, not unlike higher-priced ecolodges that cater to a more up-scale market, the expectations that fly-fishing lodge visitors demand in reference to higher levels of CSR initiatives is worthy of further exploration. Bryan (1977) posited that the greater degree of specialization in fishing, the culmination of which ended with

Bryan (1977) smatra da što je vrsta ribolova specijaliziranija, a prema njemu na samom vrhu je mušičarenje (zbog posebne tehnike i mjesta na kojem se odvija), to je viša razina svijesti o potrebi zaštite okoliša i drugim čimbenicima (Ditton, Loomis i Choi, 1992). Od sada ribiče koji se bave mušičarenjem možemo dodatno definirati i iz iskustva ribičkih kućica.

U vezi s navedenim, daljnji rad na unaprjeđenju odgovornosti i održivosti ribičkih kućica za mušičarenje može uvelike crpiti znanja iz iskustava ekoturizma, pošto su mnoge ribičke kućice za mušičarenje aktivne u području održivosti i korištenju kriterija ekoturizma. U budućnosti bi trebalo dodatno istražiti po čemu se ribičke kućice i motivacije ribiča razlikuju od koncepta ekoturizma i filozofije eko-kuće. Moguće je da se projektiranje, razvoj, kao i kultura pružatelja tih usluga i posjetitelja ribičkih kućica razlikuju od onih eko-kuća jer njihovi posjetitelji žele dominirati nad prirodom. Premda su ribičima koji se bave mušičarenjem važni tehnika “ulovi i pusti”, jedna udica bez kontra kuke i svijest o zaštiti okoliša, koju pokazuju sudjelovanjem u raznim programima, ta se etika ne odražava na samu kućicu. Buduća istraživanja trebala bi također pokušati istražiti turiste koji posjećuju ribičke kućice, tako da ih izravno anketiraju o njihovom viđenju društveno odgovornog poslovanja, ekoturizma i ostalih aspekata njihovog iskustva. Te bi se podatke moglo nadopuniti onima dobivenima sličnim anketiranjem vlasnika kućica.

Možda je najveća prepreka tome da se mušičarenje okvalificira kao oblik ekoturizma, ili čak da se o njima razgovara u istom kontekstu, aspekt patnje i boli kojega se često previđa. Istraživači nisu sigurni što napraviti s činjenicom da riba, pa čak i ako je ulovljena pomoću udice bez kontra kuke, tehnikom “ulovi i pusti”, pati od stresa i boli, a koncept ekoturizma to nastoji eliminirati (Fennell, 2013; vidi i Fennell, 2000; Holland et al.,

fly anglers on his spectrum (technique/setting specialists), the greater degree of conservation-mindedness, and other factors, that defines a unique subworld (Ditton, Loomis and Choi, 1992). There is thus the opportunity to further conceptualize fly fishers through the fly-fishing lodge experience.

Following from the previous point, a possible fertile connection for the continued advancement of responsibility and sustainability in fly-fishing lodges is in reference to ecotourism, given that many fly-fishing lodges are active in the area of sustainability and the use of ecotourism criteria. Future studies should attempt to better understand how fishing lodges, and the motivations of anglers, deviate away from the concept of ecotourism and the ecolodge philosophy. It may be the case that fishing lodge planning, development, as well as the culture of operators and participants, may be different than the ecolodge concept because of participants' desire to dominate nature, as discussed above. Even though specialised fly anglers show concern for proper catch-and-release techniques, single, barbless hooks, and conservation mindedness expressed through participation in various programs, this ethic is not being expressed through the lodge itself. Future research should also endeavour to investigate fly-fishing lodge tourists by asking them directly about their views on CSR, ecotourism, and other related aspects of the experience. These could be cross-referenced with lodge owners based on a similar line of questioning—as above.

Perhaps the biggest stumbling block of qualifying fly-fishing as a form of ecotourism, or even talking about it in the same context, is the often over-looked aspect of animal suffering and pain. Scholars wrestle with the recognition that in catching fish, even fish that have been caught using barbless hooks and catch-and-release techniques, there is still stress and harm to the animal

1998). Usprkos tomu što je takvo iskustvo veoma intenzivno i autentično (Franklin, 2001; Mordue, 2016), kreatorima javnog mišljenja bit će teško pomiriti razlike između ekocentrizma i pokreta za oslobađanje životinja. Ekocentrizam smatra da je, u našim nastojanjima da prirodni svijet održimo zdravim, stabilnim i holističkim, prihvatljivo loviti pojedine životinjske jedinke pod uvjetom da je populacija te životinjske vrste ekološki jaka. S druge strane, pokreti za oslobođenje životinja, poput pokreta za prava životinja, utilitarizma i ekofeminizma, snažno zastupaju stanovište da je gotovo sasvim neprihvatljivo koristiti životinjske jedinke na taj način jer se time narušava njihova intrinzična ili inherentna vrijednost i uzrokuje njihova patnja (Fennell, 2013).

Međutim, doista ohrabruje što neke prakse u ribičkim kućicama za mušičarenje nadmašuju one u nekim od najnaprednijih certificiranih australskih eko-kuća. Na primjer, korištenje lokalno proizvedene organske hrane česta je inicijativa u nekim ribičkim kućicama za mušičarenje obrađenima u ovom istraživanju, i to onima koje su upravo zahvaljujući takvim inovacijama ocijenjene najsuvremenijima. Fennell i Markwell (2015) ustanovili su da australski ekoturistički poduzetnici koji imaju najviše certifikate nemaju bolje prakse vezane uz ponudu hrane (npr. korištenje organske hrane) od poduzetnika s nižim certifikatima. Ta činjenica ukazuje na to da treba poduzeti niz inicijativa kako bi se poslovanje učinilo doista održivim. Postoji velika lepeza raznih strategija koje poduzetnici s ribičkim kućicama mogu koristiti pri uvođenju najboljih praksi, a oni koji u svoj rad odluče inkorporirati najviše tih strategija smatraju se i najnaprednijima. U okviru propitivanja načina na koje bi se društveno odgovorno poslovanje u mušičarenju trebalo razvijati s obzirom na ponudu i potražnju, ključno je odrediti koje su to inicijative, osobito u odnosu na druge slične oblike turizma, poput ekoturizma.

that the concept of ecotourism attempts to eliminate (Fennell, 2013; see also Fennell, 2000 and Holland et al., 1998). Despite the fact that the experience is highly embodied or authentic (Franklin, 2001; Mordue, 2016), pundits will have a difficult time navigating around differences between ecocentrism and animal liberation. The former argues that in our efforts to sustain a healthy, stable and holistic natural world, it is acceptable to harvest individuals if that individual's population is ecologically robust. By contrast, animal liberation approaches like animal rights, utilitarianism, and ecofeminism argue strongly that it is rarely acceptable to use individual animals in this way because of the violation of intrinsic or inherent worth and on the basis of suffering (Fennell, 2013).

Even so, it is indeed encouraging to note that some practices of fly-fishing ecolodges exceeded the practices of some of the most advanced and highly certified Australian ecolodges. For example, using local and organic food was a popular initiative adopted by some fly-fishing lodges investigated in this study—those judged to be state-of-the-art operators by virtue of these sorts of innovations. Fennell and Markwell (2015) found that the most highly certified ecotourism operators in Australia did not perform better in reference to their foodservice practices (e.g., the use of organic foods) than operators with lower levels of certification. This finding suggests that there are not just a small number of initiatives that render an operation as sustainable or not. There is a vast array of different strategies that may be employed by fly-fishing lodge operators in their efforts to demonstrate best practice, and it is those that choose to incorporate the most of these strategies at this stage that are seen as cutting-edge. What these initiatives are, especially in reference to other similar types of tourism, like ecotourism, is central to the question of what CSR in fly-fishing should evolve into in reference to demand and supply.

Na kraju je važno napomenuti da, premda se samo izvještavanje o društveno odgovornom poslovanju uvelike koristi za ocjenjivanje truda kojeg poduzeća ulažu u njega, fokusiranjem na takve informacije izlažemo se opasnosti da dobijemo samo djelomičnu sliku stvarnih nastojanja oko društveno odgovornog poslovanja. U literaturi o društveno odgovornom poslovanju priznaje se da prihvaćanje ciljeva društveno odgovornog poslovanja i izvještavanje o njemu nužno ne odražavaju i odgovornije ponašanje poduzeća, već mogu predstavljati samo sredstvo izbjegavanja propisa, dobivanja legitimiteta ili popravljavanja javnog imidža (Hess, 2008). Neki autori ustanovili su da su izvještaji o zaštiti okoliša često pristrani, i to u sadržaju, obimu i jeziku koje koriste (Cho, Roberts i Patten, 2010), dok drugi ističu da poduzeća ponekad čak šire i dezinformacije kako bi se pred javnošću predstavile odgovornima (Lyon i Maxwell, 2011:9). Takvo ponašanje poduzeća može stvoriti nesklad između izvještaja i stvarnog poslovanja, jer se tvrdnje o društveno odgovornom poslovanju razlikuju od njihovih stvarnih praksi. Font et al. (2012) ustanovili su postojanje nesklada između izvještaja i stvarnog poslovanja u hotelijerstvu, pri čemu veće hotelske grupacije imaju detaljnije politike, ali veći nesklad između politika i njihove implementacije. Međutim, taj je nesklad manji kod manjih hotelskih grupacija. Neki autori tvrde da ekološki aktivna mala i srednja poduzeća ponekad čak i premalo izvještavaju o svojim naporima oko društveno odgovornog poslovanja ili o njima uopće ne izvještavaju zbog visokih troškova i male dodane vrijednosti koju formalno izvještavanje donosi (Fassin, 2008; Gueben i Skerratt, 2007). Ovo je preliminarno istraživanje usmjereno na gospodarsku aktivnost kućica za odmor. Potrebno je dodatno istražiti potencijalni raskorak između stvarnog truda koji se ulaže u društveno odgovorno poslovanje u toj djelatnosti i onog opisanog u izvještajima.

Finally, it is important to note that although self-reported CSR information is widely used to assess corporate responsibility efforts, focusing on such information faces a risk of capturing incomplete picture of actual CSR efforts. In the literature on CSR it is recognized that acknowledging CSR goals and reporting on CSR does not necessarily reflect a more responsible behaviour on part of the companies, but may only be a means of avoiding regulation, ensuring legitimacy, or improving public image (Hess, 2008). Some researchers found presence of a self-serving bias in the content, scope, or language used in environmental disclosures (Cho, Roberts and Patten, 2010) while others pointed out that companies might even disseminate disinformation in order to present a responsible public image (Lyon and Maxwell, 2011:9). Such behaviour on the part of such companies can lead to a disclosure-performance gap, when the corporate social responsibility claims differ from actual practice. Font et al. (2012) found a presence of the disclosure-performance gap in the hotel industry, with larger hotel groups having more comprehensive policies but also greater gaps in implementation. However, the gap was smaller in the case of smaller hotel groups. Some authors argue that environmentally active SMEs may actually underreport CSR efforts or not report them at all, because of the perceived high costs and low value-added of formal reporting (Fassin, 2008; Gueben and Skerratt, 2007). The current study is the first one to focus on the lodge industry and is exploratory in nature. Further research is needed to investigate the potential gap between actual and reported CSR efforts in the sector.

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Dodatak 1. Primjeri tvrdnji kodiranih u okvirnim kategorijama

Tema	Tvrdnje koje su korištene kao uzorak
Zaštita okoliša	<ul style="list-style-type: none"> - očuvanje morskih i obalnih sustava, zaštita mora - zaštita riba koje se love u sportskom ribolovu - očuvanje, obnova i uređenje močvarnih područja - obnova staništa - zaštita i poboljšanje zdravlja rijeka, upravljanje vodama, zaštita pitke vode, zaštita rijeka - održavanje zdravlja šuma - očuvanje prostora od povijesnog i biološkog značaja, zaštita raznovrsnosti biljnih i životinjskih staništa - obnoviti ili poboljšati prirodna staništa riba i ostalih životinja i biljaka, riječnih područja, obnoviti ugrožena staništa pastrva i lososa - rješavanje problema invazivnih vrsta - smanjiti izlov lososa u najvećoj mogućoj mjeri - promicati očuvanje i zaštitu divljeg atlantskog lososa - zagovarati očuvanje i rast zaliha divljeg atlantskog lososa - promicati ekološko upravljanje rijekama - zaštititi divljeg atlantskog lososa od posljedica uzgoja riba, pretjeranog izlova i negativnih ekoloških utjecaja - promicati rast populacije divljeg atlantskog lososa - održavati, poboljšati i zaštititi okoliš i prirodne resurse - održavati i, gdje je moguće, unaprijediti stanje amazonske prašume - pridonositi očuvanju prirodnih resursa - pridonositi očuvanju prirode kako bi se zaštitili starinski načini života i ekosustavi u ovoj regiji - održati okolna staništa u njihovom izvornom obliku i netaknutima - raditi na obnovi, zaštititi i upravljanju većim zapadnim krajolicima - očuvanje netaknute prirode i obnova staništa - održavanje bioraznolikosti i ekološke povezanosti, zaštita života svih vrsta i riba te očuvanje i obnova ugroženih staništa - zaštita osobito atlantskog lososa, ali i flore i faune tundre općenito

Dobrobit zajednice	<ul style="list-style-type: none"> – podržavati razvoj zajednice – održivost gospodarskih koristi koje gospodarska grana sportskog ribolova pruža stanovništvu – podupirati lokalne poduzetnike i škole – izlagati veliki broj radova lokalnih umjetnika – koristiti vještine lokalnih zanatlija u preuređenju i održavanju kućica – promicati turizam i održivi razvoj – podržavati lokalno komercijalno ribarstvo – podržavati regionalnu zajednicu pomoću ekoturizma – uključenost u projekte u susjedstvu – sponzoriranje lokalnih projekata – poticanje lokalnih inicijativa za poboljšanje života i zaštite zdravlja te obrazovanja – prikupljanje financijskih sredstava za akcije koje donose dobrobit lokalnoj zajednici – upravljanje zajedno s lokalnom zajednicom – generirati prihode za lokalno stanovništvo – pridonositi gospodarskom razvoju – podržavati zapošljavanje lokalnog stanovništva – ulagati u obrazovanje djece – poticati lokalno gospodarstvo zapošljavanjem lokalnog stanovništva i korištenjem lokalnih dobavljača – pridonositi lokalnom području putem međunarodnog turizma – raditi u partnerstvu s lokalnim zajednicama Aboridžina – nuditi mogućnosti za zapošljavanje – financijski potpomagati mlade i zajednicu – pojedince iz zajednica Aboridžina poučavati turističkom menadžmentu – posvećenost zajednici uključivanjem američkih vojnika, prošlih i sadašnjih – podrška programima za mlade i drugim lokalnim organizacijama – donirati predmete i usluge lokalnim školama, zdravstvu i drugim organizacijama zajednice – kupovati lokalne poljoprivredne i druge proizvode kad god je to moguće – razvijati partnerske odnose s malim poduzećima – kupovati materijale i uredske potrepštine od lokalnih dobavljača i nadalje, što je više moguće, poticati lokalna partnerstva – donacije lokalnim organizacijama – ture pružaju izravnu korist lokalnom gospodarstvu i lokalnom stanovništvu i time potiču lokalnu zajednicu da podrži zaštitu divljih područja i njihovih flore i faune
Obrazovanje	<ul style="list-style-type: none"> – promicanje javne svijesti i znanja o očuvanju prirode – vodiči poučavaju klijente o praksi “ulovi i pusti” – educirati zajednice o dugoročnim koristima održivih ribolovnih praksi – vodiči poučavaju etičnom ponašanju uz mušičarenje – prenošenje znanja i predlaganje rješenja od zajednica mušičara donositeljima odluka u vlasti – uključivanje klijenata u zaštitu rijeka – poučavanje gostiju o međusobnoj povezanosti vrsta – rad s lokalnim zajednicama na razvijanju kampanja za zaštitu okoliša – nada u podizanje svijesti o potrebi zaštite okoliša, u pomoć razvoju dubljeg poštovanja lokalnih kultura – prakticirati i promicati pravilo da se u prirodi za sobom ne ostavlja nikakav otpad tako da posjetitelji za sobom u prirodi ne ostavljaju nikakve tragove – dijeljenje uputstava gostima prije dolaska – priprema putnika kako bi se što više smanjio njihov negativan učinak prilikom posjeta osjetljivim lokalitetima – za vrijeme izleta informirati goste o biljnom i životinjskom svijetu kako bi što više cijenili i bolje razumjeli divlje dijelove Aljaske – nastojati predstaviti sve aspekte ekoloških problema u područjima koje posjećujemo tako da naši gosti u potpunosti razumiju probleme, odluke i izazove s kojima se suočavamo u zaštiti prirode – u zajednici u kojoj živimo i kod agencija s kojima radimo podizati svijest i dijeliti informacije o praksama u zaštiti okoliša – oblikovati i opisivati ideje, tehnike i sustave tako da druga poduzeća mogu slijediti naš primjer u svojim nastojanjima za postizanjem održivog turizma i društveno odgovornog poslovanja

Appendix I. Sample statements coded in the framework categories

Theme	Sample statements
Environmental protection	<ul style="list-style-type: none"> - preservation of marine and coastal systems, marine conservation - protection of the sport fish - preservation, restoration and reclamation of wetlands - habitat restoration - protect and improve river health, stream management, protect the clean water, protecting the river - maintain forestland health - preserve areas with historical or biological significance, safeguard a variety of wildlife habitats - restore or improve fish and wildlife habitat, watersheds, reclaiming degraded trout and salmon habitat - treat invasive species - minimize harvest for salmon - promote the conservation and protection of wild Atlantic salmon - advocate the sustainment and growth of the wild Atlantic salmon stock - promote environmental stewardship in the river - to protect wild Atlantic salmon from the consequences of fish farming, overfishing and environmental impacts. - to promote the increase in wild Atlantic salmon populations - maintain, improve, and protect the environment and natural resources - maintain, and where possible to improve, the environment of the Amazon rain forest - to contribute to natural resources' preservation - contribute to conservation efforts to protect the ancient lifestyles and ecosystems of this region. - keeping the surrounding habitat pristine and intact - working to restore, conserve, and steward a large western landscape - conserving wilderness and restoring habitats - maintain biodiversity and ecological connectivity, enhance the lives of wildlife and fish, and preserve and restore degraded habitat - protection of the Atlantic salmon in particular and the "tundra" flora and fauna in general
Community wellbeing	<ul style="list-style-type: none"> - support community development - sustainability of economic benefits the sportfishing industry provides to the people - supporter of local businesses and schools - champion the local artists and display a large collection of their work within the lodge - we employ the skills of local craftsmen and tradesman to refurbish and service the lodge - promote tourism and sustainable development - support our local commercial fishing industry, - support the regional community through the eco-tourism industry - involvement in many projects in the neighbourhood, - sponsoring local projects - encouraging local improvements and better health and education - fundraising for local causes - shared management with local communities - generate income for the local people - contribute to the economic development - support local employment. - invest in the education of children. - Benefit the local economy through local employment and supplies - benefit local region international tourism - to partner with local aboriginal communities and individuals - offer employment opportunities - provide support financially to youth and community causes. - mentor individuals from aboriginal communities at a tourism management level - commitment to the community through outreach to American soldiers, past and present; - supporting youth programs and other local organizations - Donate items and services to local schools, health providers and other community help entities - Purchase local produce and products whenever possible - Foster a supportive relationship with small businesses - Purchase materials and office supplies from local vendors and above all else encourage local partnerships whenever possible - donations to local organizations - the tours provide direct benefit to the local economy and local inhabitants, thereby providing an incentive for local support and preservation of wild areas and wildlife habitat

Education	<ul style="list-style-type: none">- Promote public awareness and education of environmental preservation- Guides teach clients the catch and release practice- Educate communities on the long-term values of sustainable fisheries practices- (our guides) teach ethics when they instruct fly-fishing- communicating our knowledge and suggesting solutions from the fly fishing community to the government decision-makers- get our clients involved in protecting our rivers- educating all of our guests in the inter-connected nature of species- We are working with local communities to develop environmental education campaigns- we hope to raise environmental awareness, assist in developing a deeper respect for the local cultures- Practice and promote a “pack it in; pack it out” behavior so no evidence of visitors remain in the backcountry- Distribute guidelines to our guests in advance of their visit.- Prepare travelers to minimize their negative impacts while visiting sensitive environments.- Impart natural history information during our trips to enhance appreciation and understanding of wild Alaska to our guests.- Aim to present all sides of environmental issues of the areas affected by our visits so that our guests fully understand the issues, choices and challenges that we face in protecting wild areas.- Promote awareness with others and share information and environmental practices with the community in which we live, and with the agencies with which we work.- Model and describe ideas, techniques and systems so that other businesses may follow in the pursuit of sustainable tourism and a socially responsible business
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