

**Mendel University in Brno**  
**Faculty of Business and Economics**

---

**Corporate Social Responsibility  
in the Tourist Industry in the Czech  
Republic**

**Bachelor's Thesis**

**Author:**

**Veronika Hemerková**

**Supervisor:**

**Ing. Sylvie Formánková, PhD**

**Brno 2014**

## **Acknowledgement**

I would like to express my gratitude to my supervisor, Ing. Sylvie Formánková, PhD for her assistance, contributions, recommendations and criticism while working on this Bachelor's thesis.

I would also like to thank my family, who are supporting my studies.

## **Statutory Declaration**

Herewith I declare that I have written my final thesis: Corporate Social Responsibility in the Tourist Industry in the Czech Republic by myself and all sources and data used are quoted in the list of references. I agree that my work will be published in accordance with Section 47b of Act No. 111/1998 Coll. On Higher Education as amended thereafter and in accordance with the *Guidelines on the Publishing of University Student Theses*.

I am aware of the fact that my thesis is subject to Act. No. 121/2000 Sb., the Copyright Act and that the Mendel University in Brno is entitled to close a licence agreement and use the results of my thesis as the “School Work” under the terms of Section 60 para. 1 of the Copyright Act.

Before closing a licence agreement on the use of my thesis with another person (subject) I undertake to request for a written statement of the university that the licence agreement in question is not in conflict with the legitimate interests of the university, and undertake to pay any contribution, if eligible, to the costs associated with the creation of the thesis, up to their actual amount.

In Brno on:

.....

signature

## **Abstract**

Hemerková, V. *Corporate Social Responsibility in the Tourist Industry in the Czech Republic*. Bachelor thesis. Brno: Mendel University in Brno, 2013.

The bachelor thesis is focused on Corporate Social Responsibility in the tourist industry in the Czech Republic. Based on the quantitative research in travel agencies in Brno and its surroundings an analysis was performed and current CSR situation was evaluated. Two third of respondents did not know what corporate social responsibility is. But they can behave socially responsible without they know it. Other questions were only for those respondents, who are aware of this term. The results were processed in charts where answers were also explained. In the selected travel agencies – Čedok, Fischer and Student Agency – research was conducted on the basis of semi-structured interviews and prepared questions. All the travel agencies selected were primarily engaged in the social pillar. For the economic pillar, communication about CSR and the spread of CSR information to customers and the wider public was recommended. All the recommendations should increase their credibility, and improve their reputation among employees, suppliers and customers.

## **Abstrakt**

Hemerková, V. *Společenská odpovědnost v cestovním odvětví, Česká republika*. Bakalářská práce. Brno: Mendelova Univerzita v Brně, 2013.

Tato bakalářská práce se zabývá společenskou zodpovědností v cestovním odvětví v České Republice. Analýza byla provedena na základě kvantitativního výzkumu v cestovních kancelářích v Brně a okolí a následně byla zhodnocena současná situace z hlediska CSR. Dvě třetiny dotazovaných netušili, co pojem společenská odpovědnost znamená. Mohou se však chovat společenky odpovědně, aniž by o tom věděli. Na ostatní otázky odpovídali pouze ti, kterým tento pojem není cizí. Výsledky byly znázorněny graficky a poté vysvětleny. Ve vybraných cestovních kancelářích – Čedok, Fischer a Student Agency byl výzkum proveden na základě polostrukturovaného rozhovoru a předem připravených otázek. Všechny vybrané cestovní kanceláře se nejvíce angažují v sociálním pilíři. Pro ekonomický pilíř byla doporučena zlepšení a to lepší informovanost o společenské odpovědnosti a šíření toho konceptu mezi zákazníky a širokou veřejnost. Všechna doporučení mohou zvýšit důvěryhodnost firem a také dobrou pověst mezi zaměstnanci, dodavateli a zákazníky.

## Content

<b>1</b>	<b>Introduction</b> .....	<b>7</b>
<b>2</b>	<b>Objectives and Methodology</b> .....	<b>9</b>
2.1.	Objectives .....	9
2.2.	Methodology .....	9
<b>3</b>	<b>Literature overview</b> .....	<b>10</b>
3.1.	Concept of corporate social responsibility .....	10
3.2.	Carroll's typology of corporate responsibilities .....	11
3.3.	Three pillars of CSR .....	14
3.4.	Stakeholder management .....	16
3.5.	Overview of CSR activities and examples for all three pillars .....	18
3.6.	Benefits of CSR .....	19
3.7.	Corporate irresponsibility .....	19
3.8.	Managing CSR .....	20
3.9.	Standards connected with corporate social responsibility .....	21
3.10.	Method of measurement of CSR .....	23
3.11.	Reporting – reflection of CSR in business .....	25
<b>4</b>	<b>Results</b> .....	<b>27</b>
4.1.	Processing and interpretation of questionnaires .....	27
4.2.	Evaluation of the questionnaire research .....	33
4.3.	The analysis of Corporate Social Responsibility in selected travel agencies .....	35
4.4.	Comparison of CSR activities in selected travel agencies .....	45
4.5.	Proposal of recommendations for the future .....	48
<b>5.</b>	<b>Discussion</b> .....	Chyba! Záložka není definována.
<b>6.</b>	<b>Conclusion</b> .....	Chyba! Záložka není definována.
<b>7.</b>	<b>Bibliography</b> .....	Chyba! Záložka není definována.

## List of figures

Figure 1: Carroll's CSR Pyramid.....	12
Figure 2: Sustainability diagram.....	15
Figure 3: Participating groups .....	17
Figure 4: Charitable activities of FISCHER, a.s. ....	40
Figure 5: ITQ Codex .....	40

## List of tables

Table 1: Examples of CSR activities .....	18
Table 2: Economic performance .....	23
Table 3: Environmental performance .....	23
Table 4: Social performance.....	24
Table 5: Who in your company deals with social responsibility?.....	31
Table 6: Do you think, your company encourages its employees to develop their skills and long-term career (eg. using performance assessment, training plan)? .....	32
Table 7: Do you think, your firm has the appropriate measures to ensure the health, safety and welfare, which protect employees adequately?.....	32
Table 8: Do you think, your firm pays attention on environmental corporate culture (recycling, saving energy, saving water)? .....	33
Table 9: Who takes care of CSR activities in analyzed companies? .....	46
Table 10: The most common benefits for employees of analyzed companies .....	46
Table 11: Comparison of enabling work – life balance in analysed companies.....	47
Table 12: Calculation of costs for creation of new section.....	49
Table 13: Annual costs .....	49
Table 14: Estimated costs for implementation of ISO 9001 .....	50
Table 15: Estimated costs for teambuilding activity .....	51

## List of graphs

Graph 1: Knowledge about CSR.....	27
Graph 2: Could you say, that your firm is socially responsible? .....	28
Graph 3: What do you consider to be the biggest manifestation of corporate social responsibility? .....	29
Graph 4: What made your company to behave socially responsible?.....	30

## 1 Introduction

The concept of corporate social responsibility has been developing since the 70's of the last century. However, there is still not a clear definition invented for it. This is given mainly by the fact, that corporate social responsibility does not have any limitations and is based on optionality.

Socially responsible companies behave in the way to respects needs of their inner and outer surroundings, in order to contribute to the sustainable development and completely increase the level of social welfare.

The concept of CSR requires a change in thinking of the companies – from the „profit only“ approach to the „people, planet, profit“ approach. That means acting with respect to the so called triple-bottom-line, when the companies concentrate not only on the economic growth, but also on the environmental and social aspects of their activities. The main reason for this behaviour is that companies do not work isolated from the world - they are a part of it. Moreover, the evaluation of a company working by its surroundings influences directly the successfulness of a company. (PRŮŠA, 2007)

These days, everybody is more focused on quality and the background of the product; the approach of customers to the producers has also changed. The companies are no longer understood as just producers of the products with the only objective to maximize a profit. All the stakeholders want see that a company is responsible in its behaviour to the society, in which it operates. How the suppliers and employees are treated, if the operation does not harm the environment, what is the external attitude of the company, etc.

Therefore, corporate social responsibility (CSR) has become very popular nowadays. In the Czech Republic the most spread activities of the companies are care of employees in terms of education and economic development; sport activities including supporting of local team, social care and humanitarian aid as well as cooperation with schools and various activities, such as building playgrounds for children and supporting environmental projects so that the broader public get know about that. (Proč není kultura atrakcí pro firmy, 2012)

People should ask the question: Why has human's behaviour changed? What is the reason for it? As every living being, every single person wants to live in a better world. Everybody wants more and places greater demand on the environment, specifically on the firms. Since there are enough products and services offered in the market, people can compare them and choose to buy the best one, which will fulfil all their needs. They want to be satisfied at work, feel safe and secure anywhere they go. People want to live in a welfare state.

**Welfare state** is a system in which the government undertakes the chief responsibility for providing for the social and economic security of its

---

population, usually through unemployment insurance, old-age pensions, and other social-security measures. (COLLINS, 2012)

There have been set many welfare state models. In the 19th century there were prevailed three main ideologies. Liberalism - where the ideology was set on the free market without any intervention from the state. Socialism – where there was emphasized the social equality with intervention of the government and tax redistribution policy. Conservatism – where the traditional family was the most important and where the society was based on the labour market.

The whole idea of the corporate social responsibility is based on the assumption that if there will be created good conditions for people, they will be more productive (which will increase the welfare of the society); and the sustainable development will bring sustainability to the business itself, dignity of the society and every person. (Firmy a města. Vztah inspirující k inovacím., 2012)

## 2 Objectives and Methodology

### 2.1. Objectives

The bachelor thesis deals with the Corporate Social Responsibility (CSR) in the Tourist industry in the Czech Republic. The objective of the bachelor thesis is to chart the current CSR situation in the chosen sector, using the Carroll's CSR pyramid and Triple bottom line. Based on an analysis of the current situation in the tourist industry, there will be discussed the weakest CSR aspects and proposed recommendations to improve the situation.

### 2.2. Methodology

The structure of thesis is divided into two parts – a literature overview and research.

In research there is depicted Corporate Social Responsibility in the Tourist Industry in Brno and its surroundings. The analysis is done through quantitative research: questionnaire. The analysis focuses on the awareness of companies and their employees about concept of CSR. The questionnaire for companies was open from 28.10.2013 to 1.11.2013 on this public address: <http://www.surveio.com/survey/d/G6M7A5R6Q4J9T9Z3A>.

The second questionnaire for employees of travel agencies was open from 28.10.2013 to 1.11.2013 on this public address: <http://www.surveio.com/survey/d/M6L3C6K6X2N9O9E4>. Totally there were addressed seventy travel agencies. Fifty-three travel agencies participated in the survey. There were also addressed employees of companies, from the first questionnaire. Total number of answers from employees was forty-nine. The results are graphically analyzed and explained.

Other part of research was focused on analysis of corporate social responsibility among selected travel agencies – Čedok, Fischer and Student Agency. The analysis was done through qualitative research: half-structured interview with representatives of travel agencies. Obtained information was supported by theoretical part. The analysis focuses on all three areas of concept – environmental, social and economical area. The main subject of this analysis was the relationship of travel agency to its employees, customers, business partners, its relation and frugality to environment, activities of company philanthropy and of course the quality of offered services.

Based on the results of analysis, the worst areas are evaluated and suggested recommendations for future. Methods of deduction, analogy, synthesis and comparative were used.

### 3 Literature overview

#### 3.1. Concept of corporate social responsibility

The starting point of Corporate Social Responsibility is the understanding and the acceptance of fact, that organization is a part of the society, in which it develops its activities.

There are many companies, which are conducting in accordance to superior performance of the obligations in the area of social responsibility. These organizations truly think about their surroundings. The problem can occur in the measuring the social responsibility level of each CSR pillars, consisting of economic, social and environment areas.

CSR is considered as a voluntary initiative of companies, which have no clearly defined lines of responsibility. Currently there are many definitions of the concept, but neither one of them is uniform and globally accepted.

The different definitions of corporate social responsibility share in common the belief that companies have a responsibility for the public good – but they emphasize different elements of this. The definitions used by Starbucks and Chiquita, for example, highlight that responsibility is gauded by how companies listen and respond to stakeholders's concerns. PricewaterhouseCoopers' definition sets out the kinds of stakeholder Gross to whom companies are responsible. The ISO 26000 draft, refers to what companies are responsible for, reiterates the importance of stakeholder involvement and accountability, and adds that responsibility should be integrated into organizational practises.

These broad definitions reflect claims about the values that companies wish to uphold, such as honesty, fairness, and integrity, and these may be set out in standards or codes of practise. (BLOWFIELD, et al., 2011)

**Association Business Leaders Forum** describe CSR as „*voluntary commitment of companies to behave responsibly towards the environment and society in which they operate*„, (Business Leaders Forum, 2008)

**The European Union** defines CSR as „*a concept where companies integrate, on a voluntary basis , social and environmental concerns into their business operations and into their interaction with stakeholders*“ (EU, 2001)

#### **Starbucks, CSR Report, 2004**

“*A responsible company is one that listens to its stakeholders and responds with honesty to their concerns*” (BLOWFIELD, et al., 2011)

### **Draft of ISO 26000, International Guidance Standard on Social Responsibility, 4 September 2009**

*“Corporate responsibility is the responsibility of an organization for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that (a) contributes to sustainable development, health and the welfare of society; (b) takes into account the expectations of stakeholders; (c) is in compliance with applicable law and consistent with international norms of behaviour; and (d) is integrated through organization and practiced in its relationships”* (BLOWFIELD, et al., 2011)

Comparing different perceptions of CSR by large companies and institutions, the draft of ISO norm seems to be the most natural way, how governments with their laws, businesses with their strategies and citizens in Europe understand the CSR. Some people understand the CSR like tool of capitalism as a solution to social and environmental issues. Corporate behaviour and strategy had been mainly based on the shareholders requirements and claims; but last years have become more and more oriented on stakeholders demand, because there is a big motivation of both sides - company on one side and stakeholders on another. With the image as social responsible to the employees, customers and environment increases interest to trade with the company as supplier, customer or employee and it follows expected business success. (TRÁVNÍČKOVÁ, 2013)

Although there are many views or definitions of CSR, we can find several common characteristics:

- **Universality – useful for all types of businesses**
- **Voluntariness**
- **Active cooperation with stakeholders**
- **Commitment to contribute to the development of quality of life**
- **Operation of the company with regard to the “triple bottom line”**
- **Long-term nature**

*“ CSR activities are carried out long term and they do not end when a company finds itself in a worse economic situation”*

(Business Leaders Forum, 2008)

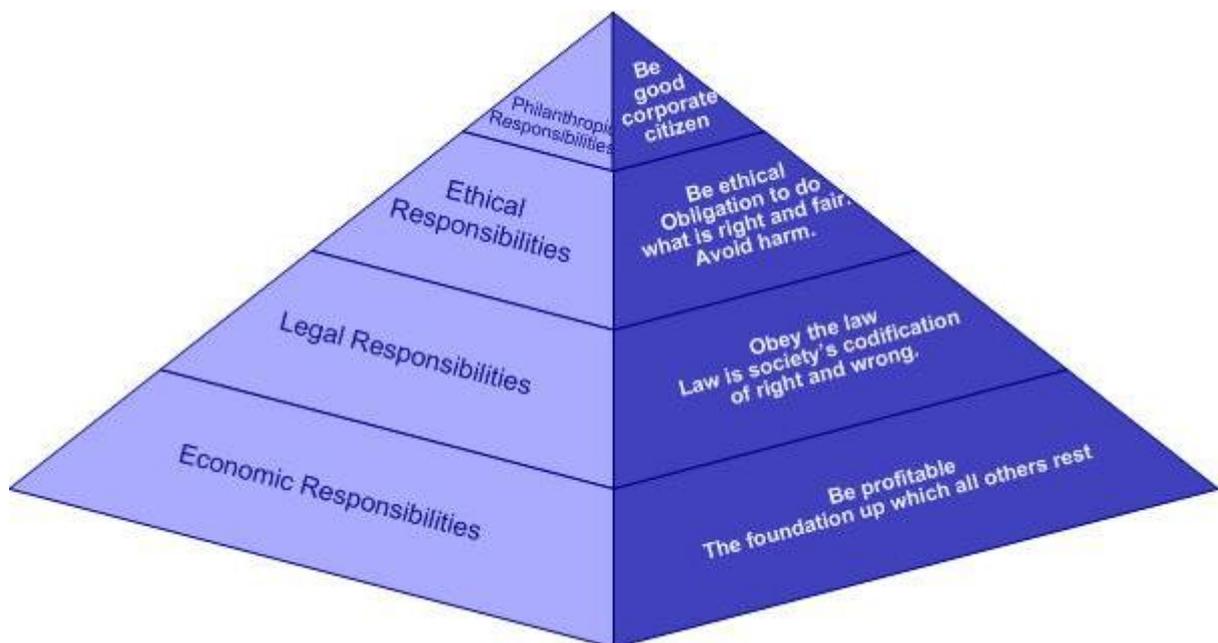
### **3.2. Carroll’s typology of corporate responsibilities**

In 1979, Carroll offered what is perhaps the most widely cited framework for understanding the different aspects of social responsibility that had emerged. He identified four types of responsibility under which the various actions taken

to manage business relationship with society should fall. (BLOWFIELD, et al., 2011)

According to Carroll “corporate social responsibility involves the conduct of a business so that it is economically profitable, law abiding, ethical and socially supportive. To be socially responsible then means that profitability and obedience to the law are foremost conditions when discussing the firm’s ethics and the extent to which it supports the society in which it exists with contributions of money, time and talent”. And the different layers in the pyramid help managers see the different types of obligations that society expects of businesses. (PAVLÍK, et al., 2010)

Following figure describes the four main types of responsibilities, which the businesses should follow.



**Figure 1: Carroll's CSR Pyramid**

Source: One 4 All Corporate Social Responsibility. [Online] [Cited: 08 09, 2013.] <http://one4allcsr.com/courses/csr-masterclass/>.

### **Economic Responsibilities**

Historically, business organizations were created as economic entities designed to provide goods and services to societal members. The profit motive was established as the primary incentive for entrepreneurship. Before it was anything else, business organization was the basic economic unit in our society. As such, its principal role was to produce goods and services that consumers needed and wanted and to make an acceptable profit in the process. At some point the idea of the profit motive got transformed into a notion of maximum

profits, and this has been an enduring value ever since. All other business responsibilities are predicated upon the economic responsibility of the firm, because without it the others become moot considerations. (BLOWFIELD, et al., 2011)

### **Legal Responsibilities**

Society has not only sanctioned business to operate according to the profit motive; at the same time business is expected to comply with the laws and regulations promulgated by federal, state, and local governments as the ground rules under which business must operate. As a partial fulfillment of the "social contract" between business and society firms are expected to pursue their economic missions within the framework of the law. Legal responsibilities reflect a view of "codified ethics" in the sense that they embody basic notions of fair operations as established by our lawmakers. They are depicted as the next layer on the pyramid to portray their historical development, but they are appropriately seen as coexisting with economic responsibilities as fundamental precepts of the free enterprise system. (CARROL, 1991)

### **Ethical Responsibilities**

Although economic and legal responsibilities embody ethical norms about fairness and justice, ethical responsibilities embrace those activities and practices that are expected or prohibited by societal members even though they are not codified into law. Ethical responsibilities embody those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights. In one sense, changing ethics or values pre-cede the establishment of law because they become the driving force behind the very creation of laws or regulations. For example, the environmental, civil rights, and consumer movements reflected basic alterations in societal values and thus may be seen as ethical bellwethers foreshadowing and resulting in the later legislation. In another sense, ethical responsibilities may be seen as embracing newly emerging values and norms society expects business to meet, even though such values and norms may reflect a higher standard of performance than that currently required by law. Ethical responsibilities in this sense are often ill-defined or continually under public debate as to their legitimacy, and thus are frequently difficult for business to deal with. Superimposed on these ethical expectations emanating from societal groups are the implied levels of ethical performance suggested by a consideration of the great ethical principles of moral philosophy. This would include such principles as justice, rights, and utilitarianism. The business ethics

movement of the past decade has firmly established an ethical responsibility as a legitimate CSR component. Though it is depicted as the next layer of the CSR pyramid, it must be constantly recognized that it is in dynamic interplay with the legal responsibility category. That is, it is constantly pushing the legal responsibility category to broaden or expand while at the same time placing ever higher expectations on businesspersons to operate at levels above that required by law. (CARROL, 1991)

### **Philanthropic Responsibilities**

Philanthropy encompasses those corporate actions that are in response to society's expectation that businesses be good corporate citizens. This includes actively engaging in acts or programs to promote human welfare or goodwill. Examples of philanthropy include business contributions to financial resources or executive time, such as contributions to the arts, education, or the community. A loaned-executive program that provides leadership for a community's United Way campaign is one illustration of philanthropy.

The distinguishing feature between philanthropy and ethical responsibilities is that the former are not expected in an ethical or moral sense. Communities desire firms to contribute their money, facilities, and employee time to humanitarian programs or purposes, but they do not regard the firms as unethical if they do not provide the desired level. Therefore, philanthropy is more discretionary or voluntary on the part of businesses even though there is always the societal expectation that businesses provide it. One notable reason for making the distinction between philanthropic and ethical responsibilities is that some firms feel they are being socially responsible if they are just good citizens in the community. This distinction brings home the vital point that CSR includes philanthropic contributions but is not limited to them. In fact, it would be argued here that philanthropy is highly desired and prized but actually less important than the other three categories of social responsibility. (CARROL, 1991)

### **3.3. Three pillars of CSR**

Corporate Social Responsibility is standing on three basic pillars and does have an internal and external dimension which means it influences company inside and outside. If all these three pillars are put together, there can be spoken about **SUSTAINABILITY** in social corporate responsibility. (McDONALD, 2000)



**Figure 2: Sustainability diagram**

Source: Definition of CSR. *CSR WATCH JORDAN*. [Online] [Citace: 09. 08 2013.] <http://www.csrwatchjordan.com/what-is-csr.html>.

Key to sustainability, the concept of the triple bottom line means that business success is no longer defined only by monetary gain but also by the impact an organization's activities have on society as a whole.

Movement toward corporate concern for the "triple bottom line" - financial, social, and environmental performance - requires radical change throughout the corporation. It is not "either/or." The new paradigm is "and also." A sustainable business excels on the traditional scorecard of return on financial assets and shareholder and customer value creation. It also embraces community and stakeholder success. It holds its natural and cultural environments to be as precious as its technological portfolio and its employees' skills.

Triple bottom line demands that a company's responsibility be to stakeholders rather than shareholders. Stakeholders include anyone who might be affected by a company's or industry's practices, from workers to surrounding communities and beyond. It involves consideration of:

- **Vibrant communities (People):**

An organization has a responsibility to its employees and to the wider communities in which it works. A triple bottom line company understands how its practices affect the corporation, its workers, and wider stakeholders, and it works to promote all of their best interests.

- **A healthy environment (Planet):**

Without question, committing to sustainable environmental practices is good business. Corporations can save money and reduce their environmental footprints by reducing waste, conserving energy, and maintaining environmentally safe manufacturing processes.

- **Strong profitability (Profit):**

Clearly, making money is essential to business success. A triple bottom line company, however, recognizes that its own sustainability rests on its ability to work harmoniously in its social and environmental settings. For this reason, the costs of pollution, worker displacement, and other factors are included in profit calculations.

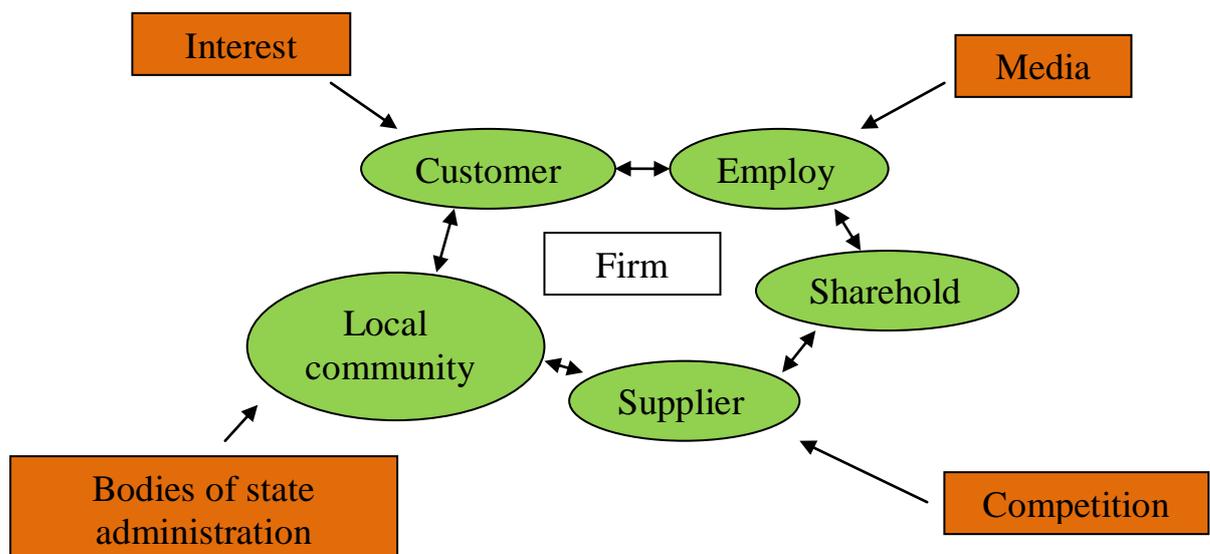
(UNIVERSITY OF WISCONSIN, 2013)

### **3.4. Stakeholder management**

There have been stated many theories about the management of the stakeholders. First of all, there must be perceived, who stakeholders are and what do they mean to the company. Stakeholders are individuals and groups with a multitude of interests, expectations, and demands as to what business should provide to society. (FREEMAN, 2010)

O.C. Ferrell distinguished between **primary** and **secondary stakeholders**. Primary stakeholders are those stakeholders that have a direct stake in the organization and its success (employees, investors, suppliers, customers, governments and communities)

Secondary stakeholders are those that have a public or special stake in the organization (media, terrorists).



**Figure 3: Participating groups**

Source: **BLOWFIELD, M., MURRAY A. 2011.** *Corporate Responsibility 2nd edition*. místo neznámé : Oxford University Press, 2011. ISBN 978-0-19-958107-8.

Primary stakeholders drawn into the first circle are those who directly associated with the operation of the company. Between the secondary stakeholders are also included groups of other interest, for example, media, competition, bodies of state administration and others.

R.E. Freeman and E. Evan (1993) suggest for management two principles of stakeholders:

**The first principle:** the company should be conducted with regard to the profit of its stakeholders - customers, suppliers, employees and local community.

**The second principle:** management has a responsibility towards stakeholders and also towards the company. It must act in the interests of stakeholders as their agent and also must act in the interest of society to ensure the survival of the company. (FREEMAN, 2010)

If management wants to behave responsibly, it must answer four questions:

- Who shareholders affect our decisions?
- What are the values of those shareholders?
- What form of communication we choose for developing mutual perception?
- How can we promote and balance different values of shareholders?

Stakeholders theory tries to explain the company's operations in the world. Theory of stakeholders is still evolving. Although there are not answered fundamental questions, such as specification of rights and obligations of the participating groups, this theory is gaining more and more supporters. (PRUZAN, 2012)

### 3.5. Overview of CSR activities and examples for all three pillars

In this table we can see the most common activities in economic, environmental and social pillar.

<b>Economic pillar</b>	<ul style="list-style-type: none"> <li>• Ethical behaviour towards customers, employees, suppliers, public administration, citizens... (The Code of Conduct)</li> <li>• Job creations and purchasing power increasing</li> <li>• Transparent activities and results</li> <li>• Strict refusal of corruption, frauds and unfair competition</li> <li>• Community service and activities</li> <li>• Fair trade</li> <li>• Timely invoices payment</li> <li>• After the sales customers service</li> </ul>
<b>Environmental pillar</b>	<ul style="list-style-type: none"> <li>• Material, energy and water consumption decrease</li> <li>• Issue decrease</li> <li>• Various kinds of ecological means of transport</li> <li>• Recycling and environmentally friendly material usage</li> <li>• Company employees trainings in the ares of environmental protection</li> </ul>
<b>Social pillar</b>	<ul style="list-style-type: none"> <li>• Employees benefit system</li> <li>• Health and safety at workplace</li> <li>• Training and development of employees</li> <li>• Company culture</li> <li>• Work-life balance</li> <li>• Human rights</li> <li>• External philanthropy</li> <li>• Volunteer activities supported by the company</li> <li>• Handicapped and disadvantages people recruitment</li> </ul>

**Table 1: Examples of CSR activities**

Source: (PAVLÍK, et al., 2010)

### 3.6. Benefits of CSR

Corporate Social Responsibility has many benefits that can be applied to any business, in any region, and at a minimal cost.

Main advantages of adopting CSR:

- Increase customer retention
- Develop and enhance relationships with customers, suppliers and networks
- Attract, retain and maintain a happy workforce and be an Employer of Choice
- Save money on energy and operating costs and manage risk
- Differentiate yourself from your competitors
- Generate innovation and learning and enhance your influence
- Improve your business reputation and standing
- Provide access to investment and funding opportunities
- Generate positive publicity and media opportunities due to media interest in ethical business activities

(PAVLÍK, et al., 2010), (MEAD, et al., 2009)

### 3.7. Corporate irresponsibility

„Do well by doing good” is a mantra of shareholders focused on so-called corporate responsibility, but a new study suggests that a key reason companies do good is to offset earlier wrongdoing. (SHEA, 2011)

Very well-known critic of CSR is **Milton Friedman**. He is famous for his quote: „ There is one and only one social responsibility of business to increase its profits."

The complete statement is rather broader and brings in a few elements of what is today considered to be integral parts of corporate responsibility - ethics and integrity.

"There is one and only one social responsibility of business - to use it resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, which is to say, engages in open and free competition without deception or fraud." (FRIEDMAN, 1970)

Mr. Friedman argues that a corporation, unlike a person, cannot have responsibility. No one would engage in a business contract with a corporation if they thought for one minute that a corporation was not responsible to pay its bills, for example. So clearly, therefore, a corporation can have legal, but also moral responsibilities.

Another man, who is not familiar with CSR is **Robert Reich**. Robert Reich argues that Corporate Social Responsibility is a dangerous distraction, focusing hyped-up attention on the social interventions of corporations rather than laying responsibility squarely on government, which is the only actor that can actually solve social problems. Reich still holds the old-fashioned view that CSR is about virtue and generosity rather than social impact and competitive advantage.

- The most common reasons for not accepting concept of CSR:
- Limitations of profit maximization
- Increasing costs
- Lack of skills
- Chaotic arrangement
- Large power of entrepreneurs
- Wander from business purposes

(SHEA, 2011)

### **3.8. Managing CSR**

#### **Introducing corporate responsibility into management**

There have been stated some advices how to manage the CSR in the company successfully. These advices are based on much expertise done during the whole evolution of CSR all over the world, focusing on the areas, on which the company should pay attention. The company should not hesitate to start with the first activities; be frank and transparent – disclosure the actions, which have been undertaken for purpose of CSR; find useful partners and corporate responsibility champions across the company; get to know the communities within which the company exists and operates, understanding its norms, values, cultures, traditions and applicable laws; measure and account the development of CRS within the company and make the results transparent.

‘The Economist’ published a statistic of how many managers felt corporate responsibility was a priority for their company. In 2005, there were only 30 per cent of such and in 2008, 96 per cent of managers believed that it can offer value for money and 56 per cent thought it is a high priority. In 2011, only few big corporations ignore corporate responsibility which proves the rapid increase of popularity of CSR. Another study of CSR research 2010 discovered that shopping behaviour of more than 2/3 of population is influenced by the corporate social responsibility of the firm. (BLOWFIELD, et al., 2011)

## **Managing and implementing CSR into a business**

Implementation refers to the day-to-day decisions, processes, practices and activities that ensure the firm meets the spirit and letter of its CSR commitments and thereby carries out its CSR strategy. If CSR commitments can be called “talking the talk,” then implementation is “walking the talk.”

Every firm is different and will approach CSR implementation in different ways. The steps suggested below show one way to implement CSR commitments.

- Develop an integrated CSR decision-making structure
- Prepare and implement a CSR business plan
- Set measurable targets and identify performance measures
- Engage employees and others to whom CSR commitments apply
- Design and conduct CSR training
- Establish mechanisms for addressing problematic behaviour
- Create internal and external communications plans

(Canada, 2012)

### **3.9. Standards connected with corporate social responsibility**

In recent years there has been a quite significant increase in number of documents, under which organizations implement and evaluate the concept of social responsibility of organizations and system of management associated with this concept. There also exist some national standards, which were created based on the identified demand, especially in business sector. Different definitions of corporate social responsibility reflect claims about the values that companies wish to uphold, such as honesty, fairness, and integrity and these may be set out in standards or code of practise.

The following lines will be briefly characterized the standards of social responsibility, which are used by organizations in the Czech Republic, or which are expected in the future.

#### **Global Reporting Initiative (GRI)**

The Global Reporting Initiative (GRI) is a non-profit organization that promotes economic, environmental and social sustainability. GRI provides all companies and organizations with a comprehensive sustainability reporting framework that is widely used around the world. (GRI, 2013)

## **SA 8000**

The SA8000 standard is the central document of our work at SAI. It is one of the world's first auditable social certification standards for decent workplaces, across all industrial sectors. It is based on conventions of the ILO, UN and national law, and spans industry and corporate codes to create a common language to measure social compliance. It takes a management systems approach by setting out the structures and procedures that companies must adopt in order to ensure that compliance with the standard is continuously reviewed. Those seeking to comply with SA8000 have adopted policies and procedures that protect the basic human rights of workers. (SA 8000, 2008)

## **OECD Guidelines for Multinational Enterprises**

The OECD Guidelines are recommendations on Corporate Social Responsibility (CSR) addressed by 44 Governments to their multinational enterprises. The OECD Guidelines cover a broad range of issues, including: due diligence in the supply chain; disclosure; human rights; employment and industrial relations; environment; combating bribery; consumer interests; science and technology; competition; and taxation. (OECD, 2013)

## **AA 1000 Accountability/Assurance Standard**

AccountAbility's AA1000 series are principles-based standards to help organisations become more accountable, responsible and sustainable. They address issues affecting governance, business models and organizational strategy, as well as providing operational guidance on sustainability assurance and stakeholder engagement. The AA1000 standards are designed for the integrated thinking required by the low carbon and green economy, and support integrated reporting and assurance. (AccounAbility, 2012)

## **ISO 26000**

ISO 26000 provides guidance on how businesses and organizations can operate in a socially responsible way. This means acting in an ethical and transparent way that contributes to the health and welfare of society.

ISO 26000:2010 provides guidance rather than requirements, so it cannot be certified to unlike some other well-known ISO standards. Instead, it helps clarify what social responsibility is, helps businesses and organizations translate principles into effective actions and shares best practices relating to social responsibility, globally. It is aimed at all types of organizations regardless of their activity, size or location. (ISO, 2012)

### 3.10. Method of measurement of CSR

Evaluation of social responsibility can be done either by exact methods (standards, norms) or by using different index's and benchmarking's comparison.

#### Exact methods for assessing CSR

Among the most popular ways of evaluating and measuring CSR activities are: OECD Guidelines for Multinational Enterprises, AA 1000 AccountAbility/Assurance Standard, SA 8000 (Social Accountability International), Global Reporting Initiative (GRI), London Benchmarking Group, ISO 26000, Corporate Responsibility Index, Dow Jones Sustainability Index, FTSE4GOOD.

Some of them I have already described in more details above.

Differences between methods consist in target groups, specialization or extent of their methodology.

#### Indicators of performance

The main benefit of regulation is a list of quantitative and qualitative indicators of performance, according to the organization characterizes socially responsible behaviour.

Areas	Categories	Aspects
<b>Economic performance</b>	Direct economic impacts	<ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Presence in the market</li> <li>• Indirect economic impacts</li> </ul>

**Table 2: Economic performance**  
(PAVLÍK, et al., 2010)

Areas	Categories	Aspects
<b>Environmental performance</b>	Environment	Materials, Energy, Water, Transport, Products and services, Biodiversity, Emissions, discharges and waste

**Table 3: Environmental performance**  
(PAVLÍK, et al., 2010)

Areas	Categories	Aspects
<b>Social performance</b>	Working conditions and dignity of work	Employees Relations between employees and management Health and safety of employees Training and education of employees Diversity and equal opportunities
	Human rights	Discrimination Work of children Forced labor Safety procedures Rights of indigenous people
	Society	Community Corruption Public policy Competitive behaviour Compliance with regulations
	Product liability	Health and security of customers Indication of products and services Marketing communication Respect for privacy of customers Compliance with regulations

**Table 4: Social performance**  
(PAVLÍK, et al., 2010)

The organization can choose indicators, that are significant and relevant for it and which will use in report. Depending on the amount and nature of published indicators , company will receive mark and it is classified into one of the three main application levels A, B, C. Application level expresses the extent of the report and not the quality of corporate performance.

### Indicators of writing CSR report

Regulation G3 defines ten fundamental principles that help us make decisions about defining the content and scope of the report.

Defining the content:

- Relevance
- Stakeholder engagement
- Sustainable context
- Completeness
- Guarantee of quality
- Balance
- Comparability
- Accuracy
- Timing
- Realibility
- Sustainability

(PAVLÍK, et al., 2010)

### 3.11. Reporting – reflection of CSR in business

Reporting is one of the most important factors in the history of development of CSR. CSR reports provide information to investors and finance organisations leading to a reduced risk profile, increasing competitiveness, revenues and market share. CSR report can have two roles:

- **Communication tool** for communication between CSR activities of the company and internal and external stakeholders of organization
- **Management tool** for ensuring a systematic approach to CSR, measuring progress and identifying new strategies and objectives

#### The main features of high-quality CSR report

High – quality report should fulfill four main aspects:

- Credibility
- Completeness
- Factuality
- Suitable form

There are also other aspects which can make report more attractive: charts, tables, images, suitable interpretation of CSR success and electronic version of the report. (PAVLÍK, et al., 2010)

#### Verification of CSR report

The most well-known method is an international initiative of the Global Reporting Initiative (GRI). In 2006 GRI published a regulation called G3.GRI defines CSR report as a „ publicly published report, that is available to all stakeholders with the aim to provide a detailed overview about company’s activities in wider economic, environmental and social dimensions.“ (PAVLÍK, et al., 2010)

#### Trends in CSR report

- Increasing the number of verified reports
- Financial evaluation of the benefits of CSR
- Focusing of CSR reports on the future
- Spreading of reports into the supply chain, (PAVLÍK, et al., 2010)

Corporate social responsibility (CSR) is a crucial element of companies activities in today’s world. The companies need to behave socially responsibly because the society requires such behavior. Companies should behave in

compliance with their surroundings, that means in compliance with the society and the environment they live in, also they should perform well in the economic area.

Companies performing well in the social responsibility area are able to achieve several advantages , such as their products are more attractive for socially responsible customers (in case companies manage to communicate their approach to CSR properly) as well as they (their shares) are much more attractive for socially responsible investors. Thus socially responsible companies can perform better in terms of turnover , profitability and share value than companies that are not known as socially responsible. (PRŮŠA, 2007)

## 4 Results

### 4.1. Processing and interpretation of questionnaires

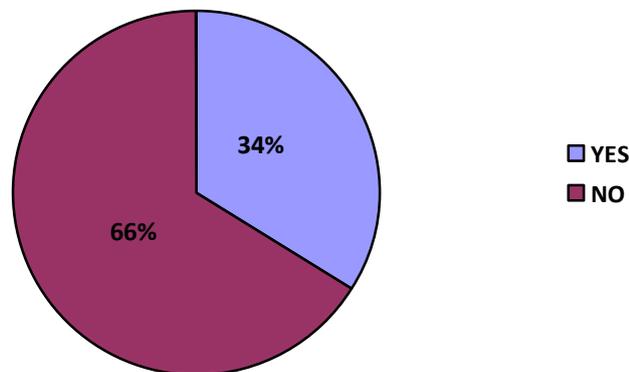
Research was conducted by means of a questionnaire survey on the area of the social responsibility of travel agencies. This section of the thesis will discuss the most important questions. This research was conducted in travel agencies in Brno and its surroundings.

The purpose of the research is to determine the awareness of socially responsible behaviour, and how employees of travel agencies perceive socially responsible behaviour. 70 travel agencies were addressed, with 53 completed questionnaires returned (76%).

The first fundamental question in the questionnaire for companies is whether travel agencies are aware of the term 'CSR' or whether they have already come across this term.

#### Question 1:

"Have you ever come across the terms, 'corporate social responsibility' and 'socially responsible behaviour'?"



#### Graph 1: Knowledge about CSR

Source: prepared and analysed by the author, 2013

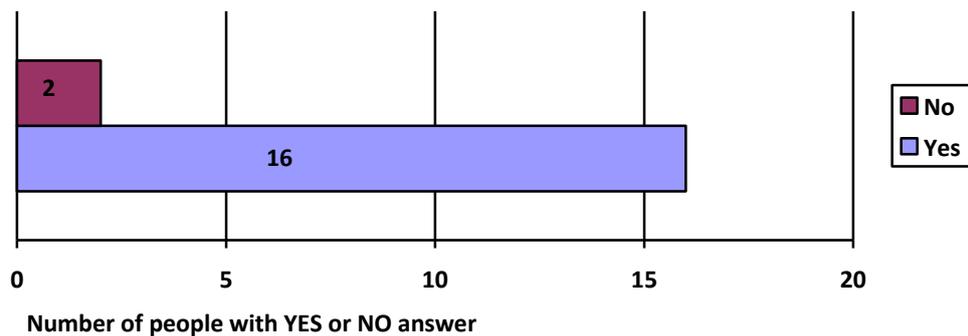
Although 'corporate social responsibility' started to be spoken about in the second half of the 20th century, this concept is still unknown to many people. This was also reflected in the questionnaire. Out of the total number of 53

respondents, 35 (66%) did not know the term 'CSR', 18 respondents (34%) had come across the term, 'corporate social responsibility'.

### Question 2:

"Could you say that your firm is socially responsible?"

(Only people who answered YES in the first question, continue in questionnaire).



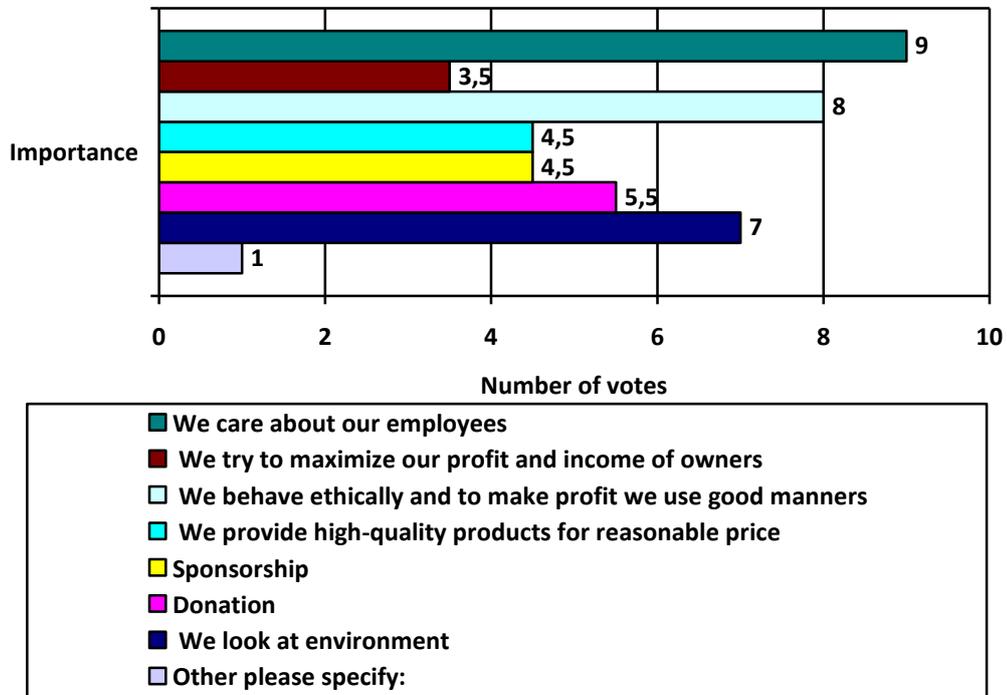
### Graph 2: Could you say that your firm is socially responsible?

Source: prepared and analysed by the author, 2013

This question examined whether travel agencies consider that they behave responsibly. What does it mean to behave responsibly? In particular, it means not harming society, responding to critical social problems and acting in the social interest. 16 travel agencies (89%) consider their companies to be socially responsible. 2 travel agencies (11%) do not consider their companies to be socially responsible.

**Question 3:**

"What do you consider to be the principal manifestation of corporate social responsibility?"



**Graph 3: What do you consider to be the principal manifestation of corporate social responsibility?**

Source: prepared and analysed by the author, 2013

The following question is closely connected with Question 2. Travel agencies chose from a wide range of socially responsible activities those activities which they consider as the most important to them and in which they participate. As can be seen on the graph, the majority of companies place an emphasis on their employees; in the second place, they behave ethically and use good manners to make a profit. Finally, in the third place, companies try to act in harmony with the environment.

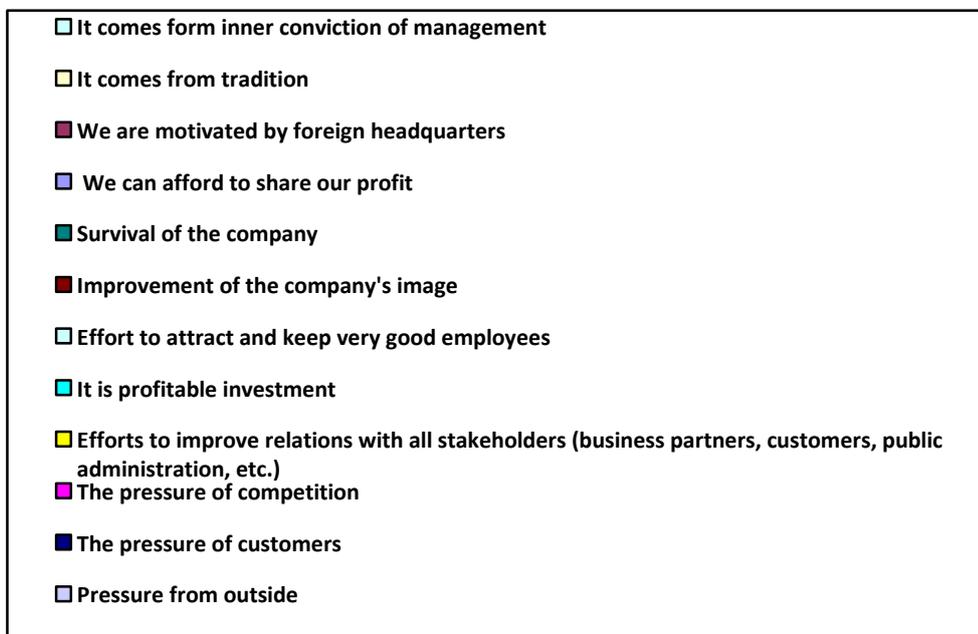
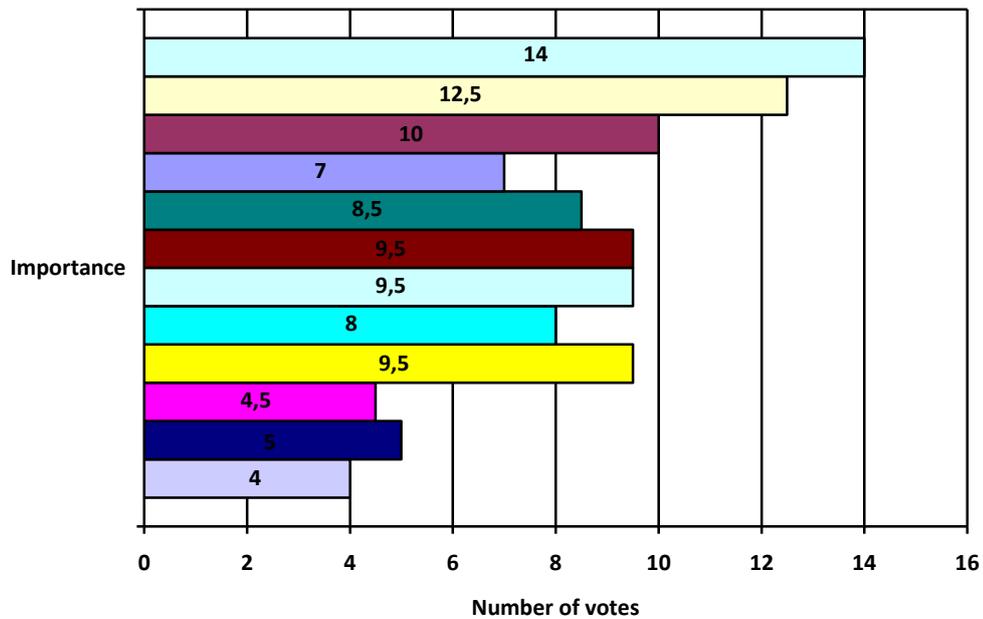
These results demonstrate the fact that travel agencies offer many benefits to their employees. Benefits take several forms and companies try to have contented employees who work enthusiastically for them.

Ethical responsibility towards employees, customers, the community and shareholders is of no less importance, because these people and groups are mainly responsible for a company's success or, on the other hand, its failure. An ethical business should behave honestly, openly, consistently, fairly and in the interests of others.

Travel agencies pay attention to the environment. The company should offer services that sustain people as well as the environment.

**Question 4:**

"What motivated your company to behave socially responsibly?"



**Graph 4: What motivated your company to behave socially responsibly?**

Source: prepared and analysed by the author, 2013

In reply to the question: "What motivated your company to behave socially responsibly?", travel agencies marked many factors which influenced them to act responsibly. Pressure from competitors, customers and from outside influenced them the least. Companies do not like to work under somebody else's pressure or to be pushed into doing anything.

### Question 5:

"Who deals with social responsibility in your company?"

Questions	Answers
Specialised employee	4
Management	14
Human Resources officer	0
Marketing employee	0
PR department employee	0
Somebody else, specify:	0

**Table 5: Who deals with social responsibility in your company?**

Source: prepared and analysed by the author, 2013

There is an unambiguous result. In 14 travel agencies (78%) it is the management who is responsible for CSR activities. Only 4 travel agencies (22%) have a specialised employee whose job description is only the concept of CSR. Companies often do not know what the term 'CSR' means, but they conduct CSR activities without being aware of it.

See Appendix 1., 2013

Other questions were focused on travel agency employees. The aim was to find out how they feel in the companies and how they perceive the environment of the company in which they are employed. 70 travel agencies were addressed, 49 completed questionnaires were returned (70%).

### Question 1:

"Do you think that your company encourages its employees to develop their skills and long-term careers (e.g. by the use of performance assessment, training courses)?"

Questions	Answers
Definitely yes	17
Probably yes	28
Do not know	4
Probably not	0
Definitely not	0

**Table 6: Do you think that your company encourages its employees to develop their skills and long-term careers (e.g. by the use of performance assessment, training courses)?"**

Source: prepared and analysed by the author, 2013

The questionnaire replies indicate that employees are completely satisfied with the development of their skills and abilities in the company in which they are employed. They feel that the various training courses and educational programmes are adequate for them. Companies focus a great deal on their employees to provide them with a wide range of benefits and to create satisfactory conditions and a pleasant working environment. On the other hand, employees appreciate and respect these conditions.

### Question 2:

"Do you think that your firm has the appropriate measures in place to ensure the adequate protection of the health, safety and welfare of employees?"

Questions	Answers
Definitely yes	28
Probably yes	13
Do not know	8
Probably not	0
Definitely not	0

**Table 7: Do you think that your firm has the appropriate measures in place to ensure the adequate protection of the health, safety and welfare of employees?**

Source: prepared and analysed by the author, 2013

It follows from the replies to the questionnaire that 84% of employees feel secure and content in their workplace. Satisfaction with the workplace contributes to the harmonisation of professional and family life. People do not

go to and from work disappointed, so their performance increases. In this case, the results are influenced by the type of work. Of course employees in travel agencies must feel more secure than manual workers in factories.

### Question 3:

"Do you think that your firm pays attention to environmental corporate culture (recycling, saving energy, saving water)?"

Questions	Answers
Definitely yes	17
Probably yes	23
Do not know	9
Probably not	0
Definitely not	0

**Table 8: Do you think that your firm pays attention to environmental corporate culture (recycling, saving energy, saving water)?**

Source: prepared and analysed by the author, 2013

Tourism is an opportunity but also a danger to each locality. Opportunities and threats abound in the economic, social as well as environmental areas. All economic activities, including tourism (travel agencies), pollute the environment – e.g. noise, air and water pollution, degradation of flora and fauna, and problems associated with waste disposal. Travel agencies try to minimise the impact on the environment by recycling and the separation of waste. The graph shows that 82% of employees are aware of their company's responsibility towards the environment.

Source: prepared and analysed by the author, Appendix 2., 2013

## 4.2. Evaluation of the questionnaire research

Based on the survey, after processing and interpretation of individual questions and responses in the previous chapter, opinions were formed on corporate social responsibility from the point of view of travel agencies and their employees. These results were based on the questionnaire research.

The main cause for inadequate knowledge of the concept of CSR is ignorance at consumer and entrepreneurial levels. In 2010, research conducted by Ipsos Tabor showed that consumers do not have the theoretical knowledge of the concept of CSR. However, research also showed that the population has

an enormous interest in the spread of knowledge on CSR. People want to know if their employer is or is not socially responsible. They are also willing to pay more if the service is environmentally friendly and a part of the profit is used for charitable purposes. It is just a question of time (otázka času) before the CSR concept is applied by a broad range of companies. (CSR PORTAL, 2012)

Travel agencies often pay attention to CSR activities, despite not knowing what the term 'CSR' signifies. As we saw in the previous chapter, 66% of travel agencies have never encountered the term 'corporate social responsibility'. But it is not unusual for them to be engaged in socially responsible activities without realising it. Other travel agencies (34%) know what 'CSR' is and they continued to respond to the other questions.

If a travel agency is aware of the term 'CSR', it should perform various types of responsible activities. 89% of respondents answered that they considered themselves as being socially responsible. When asked why they had started to behave in a socially responsible manner, they replied that it was mainly motivated by internal management, tradition or foreign headquarters. In reply to the question of who in your company is dedicated to CSR, there was almost a unanimous answer – management.

It is worth noting that the management is one of the reasons why companies start to behave socially responsibly, as well as it being the management which is responsible for CSR activities in travel agencies.

Travel agencies which engage in CSR activities mainly fix their attention on their employees. Research has shown that contented employees are more productive in the long run than unhappy and dissatisfied employees. They do not have as much absenteeism as dissatisfied employees, they are less likely to leave the company, they are willing to do many things beyond the call of duty and they attract employees to the company with similar working interests. (Moderní řízení, 2012)

The other group of interest is the achievement of profit in an ethical way. Behaving ethically has several advantages. It creates a positive moral climate within the company, it leads to savings in transaction and information costs, gains a competitive advantage especially in marketing and, last but not least, morality is in the general interest. (IUS WIKI, 2011)

The environment is also one of the CSR activities in which companies participate and consider as one of the principal manifestations of their social responsibility.

If we look at the replies of employees who responded about the possibility of their education and professional growth within the company, on environmental corporate culture and a feeling of security in the company, we find that their answers do not vary a great deal.

Employees have a feeling of security, a feeling of the possibilities of education and of learning new things and regard their company as being environmentally friendly.

### **4.3. The analysis of Corporate Social Responsibility in selected travel agencies**

#### **Čedok a.s., travel agency and tour operator**

##### **General characteristics**

Čedok is the oldest brand of Czech travel agencies and has been operating in the market continuously since 1920. The acronym 'Čedok' (Czechoslovak Travel and Transportation Office) was first used by the company in 1926 and instantly became a symbol of innovation and success. Since nationalisation in 1948 and until 1989, Čedok was developed as a state monopoly of the tourist industry. A crucial turning point in history occurred in 1995, when the UNIMEX Group became the majority owner of Čedok. The new era of Čedok had begun, characterised by transformation into a modern, fully customer-oriented travel agency. At the end of 2007, a sound investor from the United States, the ODIEN Group, became the new majority shareholder. ODIEN acquired a 98% share in the Čedok travel agency from the Unimex company. (ČEDOK a.s., 2013)

I chose a branch in Brno (Nádražní 10/654) for my analysis.

##### **Scope of business**

The portfolio of the Čedok travel agency is primarily concentrated on these areas:

- Incoming tourism
- Congress and incentive tourism
- Business travel agenda
- Outgoing travel
- Local tours
- Transportation duties (tickets, flight tickets,...)
- Financial and ancillary services
- Own coach transport

(ČEDOK a.s., 2013)

## **Corporate social responsibility of the Čedok travel agency**

I basically obtained the information about corporate social responsibility through communication with the Director of the Brno branch, Mgr. Yvonne Zelníčková. The information relating to philanthropy, environmental policy and employee benefits only relates to the Brno branch.

Unfortunately, Čedok does not use the term 'corporate social responsibility' on its website and does not publish information for visitors about the company's activities in the area of corporate social responsibility as a concept. The company management devotes itself to CSR activities.

### **Employees**

The Brno branch of Čedok currently has 8 employees: six women and two men. The main reason for a smaller proportion of men is because of the field of business.

The travel agency offers its employees the following benefits:

- Luncheon vouchers fully paid for by the employer
- Extra week's leave
- End-of-year bonus
- Vouchers for blood donation
- Free flu vaccination
- Free beverages at the workplace
- Educational programmes
- Vitamins for employees (annually in autumn)
- Social loans (interest-free loans to employees)

For the harmonisation of professional and personal life, the company gives employees the opportunity to work in half-day / part-time positions. The travel agency does not have a nursery school. Its establishment is hampered by the many branches existing in the Czech Republic. It would be too complicated to satisfy all employees with this benefit and the branch in Brno does not have sufficient employees for a company nursery school. (Zelníčková, 2013)

### **Philanthropy**

The Čedok travel agency in Brno does not have its own team for the purpose of corporate donations and sponsorships, but focuses on corporate volunteering, through organised blood donation. (Zelníčková, 2013)

## **Orientation on quality**

Čedok considers the quality of services provided as an important part of its business. High-quality orientation demands the introduction of a quality management system - ČSN EN ISO 9001:2000 - in the area of the tourist industry. The travel agency has been certified since 2004. (Zelníčková, 2013)

## **Environment**

The travel agency pays attention to environmental issues, but it does not have an ISO 14001 environmental management certificate, nor does it have its own environmental policy. For example, it recycles toner cards, waste is taken to scrap yards. (Zelníčková, 2013)

## **Collaboration with students**

The travel agency works closely with students. It assists students in developing Bachelor's or Diploma theses. (Zelníčková, 2013)

## **Summary and recommendations**

The Čedok travel agency is actively engaged in CSR activities associated with this concept. The travel agency is largely focused on the quality of services provided, with the aim of satisfying customers' needs to the best of its abilities. It has realised a few measures for the minimisation of negative impacts of its activities on the environment and works closely with students. I evaluate very positively the introduction of ISO 9001.

The basis of a well-functioning organisation certainly includes contented employees and Čedok is aware of this fact. Čedok employees have a balance between personal and professional life, ensured through flexible working conditions.

The travel agency could provide more non-financial benefits to its employees (e.g. vouchers for sporting and cultural events) and organise more social events. I consider social events as being very important for strengthening good relationships between employees and, of course, they are beneficial for team building. The preparation of strategies for donations and sponsorships would be an additional plus factor. The establishment of a website about CSR activities would also be beneficial to the company in future.

Overall, Čedok is actively pursuing CSR activities and falls into a group of socially responsible companies without initially having known what the term 'CSR' meant.

## **Fischer, a.s. travel agency**

### **General characteristics**

The Fischer travel agency is one of the largest and oldest travel agencies in the Czech Republic. It specialises in summer seaside holidays. The travel agency arranges travel for over 130,000 clients annually. Clients can choose from seaside destinations, weekends in metropolises and ski and golf tours. The travel agency began to operate in 1999. Jiří Jelínek has been Executive Director of the travel agency since 2004. (FISCHER, a.s., 2013)

I chose a branch in Brno (Náměstí Svobody 13) for my analysis.

### **Scope of business**

- Travel agency services
- Purchase of goods for sale and resale
- Provision of software and consultancy in the field of hardware and software
- Accounting and bookkeeping
- Currency Exchange activities
- Tax accounting

(FISCHER, a.s., 2013)

### **Corporate social responsibility of the Fischer travel agency**

Fischer is the only travel agency to use the term 'corporate social responsibility' on its website. Visitors to the website are able to see the company's activities in the area of the concept of corporate social responsibility.

I obtained the information about corporate social responsibility primarily through communication with a director in the Brno branch (I was asked not to mention his/her name) and from the agency's website. The information on the environmental policy and employee benefits only relates to the Brno branch.

The director defined corporate social responsibility as "an effort not only to take care of customer and employee relations, but also relations with other stakeholders". As the main reason for responsible behaviour he considers the acquisition and maintenance of the company's good reputation. The company management is responsible for matters concerning corporate social responsibility. He mentioned that the main benefits of responsible business are increasing the loyalty of employees, the improved image of the travel agency, attracting new customers and the satisfaction of existing customers.

## Employees

Fischer currently employs 9 people in its Brno branch: 8 women and 1 man. The main reason for a smaller proportion of men is the field of business.

The travel agency offers its employees the following benefits:

- Luncheon vouchers fully paid for by the employer
- Loyalty Reward for employees who have worked for more than 10 years in the company
- Discounts on theatre performances in "Městské divadlo"
- End-of-year bonus
- Free flu vaccination
- Free beverages at the workplace
- Vitamins for employees
- Social events (weekend trip to Praděd, St. Nicholas party for kids, badminton and tabletennis tournaments, end-of-year celebration, wine trails)
- Educational programmes for employees

For the harmonisation of professional and personal life, the company gives employees the opportunity to work in half-day / part-time positions. (Management, 2013)

## Philanthropy

The travel agency focuses mainly on charitable activities. The Fischer Travel Agency supports a programme called "ZÁHRADA HROU". For each customer who goes on one of its holidays in 2013, Fischer donates 5 CZK for the transformation of school gardens. The "ZÁHRADA HROU" scheme (the PROMĚNY Foundation) supports the creation of original school gardens which help to develop the skills, creativity and imagination of children. The PROMĚNY Foundation is a private, non-profit organisation, the mission of which is to improve the quality of the urban environment. By running a grant scheme, they contribute to the development of urban public green spaces, transforming neglected and abandoned areas into spaces where life can flourish, and offering new opportunities for their use.

In addition to supporting specific physical work in public spaces, Fischer also focuses on promoting broader awareness of related topics: gardening and landscape design, architecture, the visual arts and community planning. The company initiates public participation in projects, advocates the development of the urban cultural environment, and encourages intergenerational and interdisciplinary dialogue. (Management, 2013)



**Figure 4: Charitable activities of FISCHER, a.s.**

Source: Zahrada hrou. [Online] [Cited: 08 11, 2013.]

<http://www.fischer.cz/o-ck-fischer/spolecenska-odpovednost>

### **Orientation on quality**

The travel agency should be viewed by the public as a company which provides high quality services.

"For your eventful holiday, we always try to choose only top-quality services. If there is something wrong during your holiday or some deviations arise from the agreed services, we provide compensation, which can be up to 100% of the tour price. The International Travel Quality Codex (ITQ) applies to all of our available destinations and guarantees you the quality of services which were initially promised, with clearly defined compensation in the case of non-fulfilment of any agreed service." (Management, 2013)



**Figure 5: ITQ Codex**

Source: Klienti českých cestovek mohou využívat ITQ kodex. [Online] [Cited: 08 11, 2013.]

<http://www.krachycestovek.cz/clanek/281-klienti-ceskych-cestovek-mohou-vyuzivat-itq-kodex>

## **Environment**

The travel agency considers the sorting of waste as a standard procedure. The travel agency tries to encourage employees to reduce the proportion of paper documentation, through double-sided printing. (Management, 2013)

## **Summary and recommendations**

The travel agency provides many benefits to its employees. Employees are able to work half-day or part-time, so there is a balance between private and professional life. By introducing the International Travel Quality Codex, the travel agency declares its interest in quality. The company also supports a charity.

In future, the introduction of ISO 9001 would be a good idea. Company volunteering would benefit the company.

The Fischer Travel Agency is a very socially responsible company.

## **STUDENT AGENCY, k.s.**

### **General characteristics**

The Student Agency is a Czech travel agency whose main focuses are on au-pair programmes, the resale of airline tickets and bus transportation. Its headquarters are in Brno, the Czech Republic. Despite the company name, its services are not sold exclusively to students. The company was founded in 1993 by Radim Jančura, a graduate of the Brno University of Technology. The company operates lines connecting Prague with Ostrava, Vienna (both via Brno), Plzeň, Liberec and Hradec Králové. The most frequent is the Prague - Brno line with a round-the-clock timetable. There are also many less frequent international lines to: London, Amsterdam, Eindhoven, Hamburg, Munich, Berlin, Stuttgart, Paris, Košice, Budapest, Rome, Naples, Venice, Zurich, Bern, Geneva, Stockholm, Oslo and other destinations. Student Agency also controls RegioJet.

(SA, 2013)

### **Scope of business**

- Running the travel agency
- Road and railway transport

(SA, 2013)

## **Corporate social responsibility of Student Agency, k.s.**

I obtained information about corporate social responsibility primarily through communication with Personnel Director, Renáta Sklenářová, and from their website. Ms Sklenářová defined corporate social responsibility as "an obligation of a company to act responsibly towards employees and the external environment. It is not about immediate profit, but about long-term development. The company management is responsible for CSR activities. The main reason for the responsible behaviour of a company is a good reputation. The main benefit of CSR activities is a better company image and an increase in profit in the long run." (SKLENÁŘOVÁ, 2013)

### **Employees**

The company currently employs approximately 1,500 people. They are provided with the following benefits:

- Free beverages (chocolate, coffee, cappuccino, tea and water)
- Meal allowance
- Discounts on products of commercial partners
- Holiday Bonus (after three years' employment, an employee has the right to three extra days of leave, after five years' employment, two extra days of leave)
- Cafeteria system (at the end of each month an employee receives 166 points (1 point = 1 CZK). These points give an employee the following perks: discounts on products of a company, life and pension insurance, Amsterdam trip)
- Language courses (English, German, Spanish)
- BIG ONE FITNESS – 15% discount
- FAME sport s.r.o. – 10% discount
- HABBY BIKES – 15% discount
- MAMAS & PAPAS – 25% discount
- REBIO restaurant – 10% discount
- STUDIO JANE – 10% discount
- STUDIO LINIE – 15% discount
- STUDIO MARY KAY – 20 % discount

For the harmonisation of professional and personal life, the company gives employees the opportunity to work in half-day / part-time positions. The Student Agency does not have a company nursery school, but is considering establishing one.

In August 2010, the Student Agency, k.s. began the implementation of a grant project: "Comprehensive education of employees". One of the goals of this project was to set up and create a new comprehensive training system that covers the training needs of employees in all positions. The project was financed by the Human Resources and Employment operational programme and from funds of the European Social Fund and the State Budget of the Czech Republic. The total project cost was 10 million CZK. Within the project, education was focused on the areas of communication, marketing and managerial skills, expertise and legislative knowledge. Due to the profile of the company in the transport sector, ecological awareness was also included in the project. (SKLENÁŘOVÁ, 2013)

### **Philanthropy**

The RegioJet rail carrier, a subsidiary of the Student Agency, diverts an amount for children suffering from leukaemia from each ticket purchased on the IC RegioJet train. Every passenger on the IC RegioJet train makes a contribution to the battle against this insidious disease. RegioJet officially joined the "KAPKA NADĚJE" charitable trust – "a drop of hope" for sick children.

"We have never spent money on sponsorship or support of any scheme that does not have an effect or can help in some way," says Radim Jančura, owner of the Student Agency. The amount donated to charity is about 1 million CZK annually.

The Student Agency also sponsors traveller and photographer, Petr Jahoda. The Student Agency sponsors his reporting activities. "Their support and high-quality outdoor equipment enable me to survive extreme conditions and increase the possibility of achieving my most exacting aims. I would like to thank them!"

The Student Agency assists the DAGMAR children's home - both financially and materially. (SKLENÁŘOVÁ, 2013)

### **Donation**

The Student Agency donated a financial gift to the "ROZUM A CIT" non-profit organisation and civic association, and to the "LATA" civic association. Both organisations assist children who have no families. (SKLENÁŘOVÁ, 2013)

### **Orientation of quality and environment**

The Student Agency pays attention to high-quality services. The new Fun&Relax buses are proof of that (comfortable seats, air-conditioning, free hot

beverages, newspapers and magazines, audio-video system, snacks on a board). High standards are also true of the RegioJet trains.

The Student Agency has won many awards. The following is a list of these:

- 3rd most admired company in the Czech Republic (CZECH TOP 100 – 2012)
- 3rd most admired company in the Czech Republic (CZECH TOP 100 – 2011)
- 3rd best IATA agency in the Czech Republic (TTG Travel Awards 2011)
- Best bus company in the Czech Republic (TTG Travel Awards 2011)
- 4th most admired company in the Czech Republic (CZECH TOP 100 – 2010)
- Most admired company in the field of transport, auxiliary transport services and travel agencies (CZECH TOP 100 – 2010)
- 3rd most admired company in the Czech Republic (CZECH TOP 100 – 2009)
- Most admired company in the field of transport, auxiliary transport services and travel agencies (CZECH TOP 100 – 2009)
- The best bus company in the Czech Republic (TTG Travel Awards 2008)
- Second best IATA agency in the Czech Republic (TTG Travel Awards 2008)
- 5th most admired company in the Czech Republic (CZECH TOP 100 – 2008)
- Most admired company in the field of transport, auxiliary transport services and travel agencies (CZECH TOP 100 – 2007)
- Deloitte Technology Fast 50 (2007)
- Superbrand of the Czech Republic (2006)
- 4th most admired company in the Czech Republic (CZECH TOP 100 – 2007)
- Most admired company in the field of transport, auxiliary transport services and travel agencies (CZECH TOP 100 – 2007)
- The best bus company in the Czech Republic (TTG Travel Awards 2007)
- Best IATA agency in the Czech Republic (TTG Travel Awards 2006)
- Best bus company in the Czech Republic (TTG Travel Awards 2006)

- Entrepreneur of the Year 2005 by Ernst&Young
- 5th most admired company in the Czech Republic (CZECH TOP 100 – 2006)

The CZECH TOP 100 Association announced the most admired companies of the Czech Republic for 2012. In the ranking of 100 of the most admired companies, the Student Agency was awarded 3rd place. The order was determined by voting of managers of major companies, financial analysts, representatives of trade unions, associations, professional associations and other experts. They assessed the long-term company value, quality of products and services, the ability to attract and retain talented employees, environmental responsibility, relationship to society and other factors. (SKLENÁŘOVÁ, 2013)

### **Summary and recommendations**

The CSR activities of the Student Agency company are above-average. They regard this theme as a concept. The company activities are concerned with all areas of corporate social responsibility.

In future, they should focus more on social events for employees. Social events are very important for consolidation of relationships among people. The establishment of a website of CSR activities would benefit the company in future too. The introduction of ISO 9001 would confirm the vigorous efforts of the company to provide top-quality services. The Student Agency could focus more on company volunteering, e.g. blood donation.

I would like to commend the company's activities in the field of philanthropy, charity and sponsorship.

#### **4.4. Comparison of CSR activities in selected travel agencies**

All three respondent companies have a responsible approach to their surroundings. They engage in many CSR activities.

The Čedok travel agency is involved in socially responsible activities, but does not regard this theme as a concept. The Director of a Čedok branch encountered the term 'corporate social responsibility' for the first time.

The only company which uses the term 'corporate social responsibility' on its website is the Fischer travel agency. The Fischer and Student Agency companies consult on CSR activities as a single unit.

All three analysed companies provide information about their activities through a website, Intranet, annual reports and a company newspaper. For

example, they relate information about certificates of quality obtained, environmental friendliness, sponsorship and donations.

In all three companies, company management is responsible for CSR activities. None of the analysed companies have a specific employee whose main task is the concept of CSR and related activities.

Name of travel agency:	Responsible for CSR activities:
Čedok	Management
Fischer	Management
Student Agency	Management

**Table 9: Who is responsible for CSR activities in the companies analysed?**

Source: prepared and analysed by the author, 2013

I consider the relationship of a company with its employees as one of the most important areas of social responsibility. I would like to focus on the comparison of the benefits provided and flexible working conditions of these companies. Providing benefits and remuneration to employees are inseparable parts of all three companies. However, their scope and range are different.

The most commonly provided benefit is a food allowance, which is offered by all companies. The support of Čedok and Fischer in the health care of employees is a great perk. They provide employees with free flu vaccinations and vitamins in autumn. The Student Agency does not support this area. All companies promote the education of employees. They organise educational programmes, language courses and professional seminars.

The following table reflects the most common benefits of the companies analysed. Benefits provided by companies are checked in the table.

	Čedok	Fischer	Student Agency
Food allowance	•	•	•
Educational programme	•	•	•
Social events	•	•	•
Holiday Bonus	•	•	•
Support of employee's health	•	•	
Gift voucher, discount	•	•	•

**Table 10: The most common benefits for employees of companies analysed**

Source: prepared and analysed by the author, 2013

I evaluate all three companies very positively in terms of the total number and range of benefits provided.

I consider the work-life balance as a great benefit to employees. None of the analysed companies have a company nursery school, but the Student Agency is considering it. The companies also do not provide psychological counselling. The most most widely used benefit in this area is part-time employment. The Student Agency company also has vacancies for summer workers.

The following table is used to compare the selected tools for supporting the reconciliation of professional and private life.

	Čedok	Fischer	Student Agency
Part-time job	•	•	•
Teleworknig			
Company nursery school			
Flexible working hours	•	•	•
Compressed working week			
Shared working space			

**Table 11: Comparison of facilitation of work-life balance in analysed companies**

Source: prepared and analysed by the author, 2013

All selected companies pay attention to corporate philanthropy. This is primarily through donations and sponsorship. The range of the sponsored activities of companies is very varied. The only company which is not interested in these activities is Čedok. But it devotes itself to company volunteering. Although 2011 was declared by the European Union as the Year of European Volunteering, the companies mostly do not know what the word 'volunteering' entails. The Čedok travel agency is involved in company volunteering through blood donation.

Another question posed to the companies analysed was about their orientation towards quality. All companies consider their customers as key stakeholders and the high quality of services provided as an elementary goal. Only Čedok has the ČSN EN ISO 9001 quality management certificate. Fischer has the ITQ Codex and the Student Agency has won many significant awards to prove their top-quality services. When I asked how a company should be

perceived by the public, they replied: "As a company which provides high-quality services."

The next area which I enquired into was the company's relationship to the environment. All the companies analysed had some activities related to environmental protection. Neither Čedok, Fischer nor the Student Agency has the ČSN ES 14 001 environmental management certificate. Implementation of ISO 14 001 is important, especially for companies oriented towards export.

All analysed companies plan to expand their CSR activities in the future. All three companies want to improve their CSR activities in the field of company philanthropy and environmental friendliness.

#### **4.5. Proposal of recommendations for the future**

Recommendations for the selected travel agencies – Čedok, Fischer and the Student Agency – are suggested. From the interviews with the directors, some common weaknesses were revealed. I focus on these weak points and recommend some changes.

- **Information about corporate social responsibility on company website**

Travel agencies do not inform the public about their socially responsible behaviour. They mention only some activities in annual reports or just write a few sentences about CSR (Fischer travel agency).

Social responsibility without communication of the concept loses its meaning. Employees, customers and also business partners should know about a company's socially responsible activities. And, last but not least, it enhances the company image. Annual reports about socially responsible activities performed will contribute to the improvement of company image and also help a company to gain a competitive advantage.

The company should publish a CSR Report every year in early January. The Report should include a summary of the socially responsible activities of the previous year. The Report should be found in a special section entitled "Corporate Social Responsibility" on the website of the travel agency. There should also be information on what CSR is, basic information about the topic and the areas in which the company is involved.

The CSR Report should include the following points: Introduction by one of the company's partners, information about the company, general information about social responsibility, projects and activities completed in the previous year, planned activities for the following year, contact details of the person responsible for CSR activities.

## Calculation of costs

Estimated costs are set out in the following table:

<b>One-time costs associated with the project realisation</b>	<b>One-time costs in CZK</b>
The creation of new CSR section on website	3300 CZK
<b>Total</b>	<b>3300 CZK</b>

**Table 12: Calculation of costs for creation of new section**

Source: prepared and analysed by the author, www.jobs.cz, 2013

<b>Annual costs connected with project</b>	<b>Annual costs in CZK</b>
Updating of web pages	200 CZK
<b>Total</b>	<b>200 CZK</b>

**Table 13: Annual costs**

Source: prepared and analysed by the author, www.jobs.cz, 2013

IT Programmer, Bc. Lubomír Vespalec, could create this new section and be responsible for the updating of web pages.

### • Implementation of ISO 9001

Only the Čedok travel agency has implemented the ISO 9001 quality management system. Neither Fischer nor the Student Agency have it.

By implementing a management system standard, companies can benefit from global management experience and good practice. The ISO 9001 standards can be applied to any organisation, large or small. The standards provide guidance and tools for a travel agency which wants to ensure that its services consistently meet customer requirements and that quality is consistently being improved.

ISO 9001 Benefits:

- Travel agencies increase customer satisfaction and retention – "happy customers are repeat customers".
- Customers are more likely to do business with an ISO-certified company than one which is not certified
- Being certified according to the ISO 9001 standard raises quality awareness among employees and motivates them to attain quality objectives.
- Greater profits for certified companies (ISO9001, 2010)

## Calculation of costs

The cost of ISO 9001 varies, depending on the size and complexity of an organisation and whether it already has some elements of a quality management system in place. Costs for the implementation of ISO 9001 consist of 3 parts:

- Hiring a register – the cost will depend on how large a company is. It also depends on how many days are spent in auditing your travel agency.
- Internal cost – the time employees need to spend developing and implementing the system.
- Outside help – consultant fees.

The implementation of ISO 9001 is a lengthy and time-consuming process.

Number of employees	Estimated costs
1 - 25	212 000 CZK
26 - 100	350 000 CZK
101 - 250	515 000 CZK
251 - 500	860 000 CZK
501 - 1000	995 000 CZK

**Table 14: Estimated costs for implementation of ISO 9001**

Source: Cost of ISO 9001 Registration. [Online] [Cited: 08 09, 2013.] <http://the9000store.com/iso-9000-cost.aspx>

These prices are relevant if a consultant is hired. They are really revealing! The costs for maintenance of management quality must also be included. The standard price of a consultant is 400 CZK/hour.

This is really a financially exacting investment, but the payback is rapid.

### • **Team-building activities for travel agencies**

Teambuilding is a process that develops cooperation and teamwork within a work unit. To constitute an effective team, its members must share a common goal, have respect for one another, and be motivated to use the strengths of each member to achieve their objectives. Current corporate philosophy stresses that each member of a team plays an integral part in the success of a company.

Advantages of teambuilding activities:

- Improvement of productivity
- Increase in motivation
- Encouragement of creativity

A two-day (Saturday and Sunday) team-building event on a farm surrounded by Nature is suggested to the selected travel agencies. The farm is situated near Karlovy Vary. The team-building event would be held once a year in summer. Accommodation is in tents. Breakfast, lunch and dinner are included in the price.

#### Programme:

- Working with horses and stimulation of non-verbal communication. Horses are a great way of improving self confidence, proper timing guidance and confidence to work in a team.
- Team games with a farming theme for improvement of communication and collaboration.
- Creation of own products in a team – baking bread, making cheese.
- Evening campfire, play-acting.

#### Estimated costs

Number of participants	Price per employee / 2 days in CZK	Transport costs in CZK	Total costs in CZK
10	2800*10=28 000	9 620	<b>37 620</b>
20	2800*20=56 000	10 775	<b>66 775</b>
30	2800*30=84 000	13 415	<b>97 415</b>

**Table 15: Estimated costs for team-building event**

Source: Team-building a aktivita pro firmu. [Online] [Cited: 08 09, 2013.] <http://kozodoj.cz/prohlidky/teambuilding-a-aktivita-pro-firmu/>

Source: Převážení osob mikrobusem a minibusy Brno - Ladislav HUSLÍK. [Online] [Cited: 08 09, 2013.] <http://www.prepravasob.info/cenik-prepravy/>

The travel agency would pay 37 620 CZK for 10 participating employees, 66 775 CZK for 20 employees and 97 415 CZK for 30 employees.

These prices are not excessively high. Contented employees are more productive than employees who are dissatisfied, nervous and stressed.

Teambuilding is an excellent method of strengthening relationships among employees.

## 5 Discussion

In the travel agencies that were analysed, both the weaknesses and the activities that fall within the CSR concept were revealed.

The social pillar appears to be the most sophisticated in all selected travel agencies. Travel agencies support employees with various benefits, support institutions with financial benefits. However, even here, companies could work on a few changes. For example, travel agencies could focus more on the involvement in CSR activities of their stakeholders, customers and suppliers. They could consider an allowance for child care (příspěvek na péči o děti) or the establishment of a company nursery school. Employees usually welcome this type of perk. Firstly, a company would have to investigate how many employees with children work in the company and how many of them would be interested in this service, especially in Čedok, Fischer and the Student Agency. For this research, the best and easiest option would be to use a questionnaire-dumping investigation. Supporting hospitals by donating blood is also a field which should be developed.

The environmental pillar is evaluated the least favourably. This is due to the industry in which the analysis was carried out. It is obvious that factories in the chemical industry, or logistics companies would enforce stricter measures. Travel agencies sort and recycle waste, and print double-sided to save paper.

Another area of research was the economic area. The improvement of CSR communication in this area was proposed in the practical section. The Student Agency company also participates in various competitions, through which it demonstrates its commitment to CSR.

Companies in different industries generally follow other ethical codes. It is possible to conclude that the overall approach to CSR among them can vary significantly. Lots of already realized researches show a link also between CSR and size of the company.

By means of every CSR activity, a company will gain more respect and trust from society, as well as gain a competitive advantage. The lack of awareness about the need for social responsibility poses a problem. Travel agencies should collaborate more with the external environment, such as university students, who can provide actual topics to deal with a new approach to the solution of this problem. Such collaboration is time-consuming for a company, but the profits from introducing new ideas will certainly exceed the costs.

## 6 Conclusion

An unscathed environment, contented employees, quality of the services offered, support of local communities, non-profit organisations and many other activities should not be neglected by companies. Companies should place increasingly more emphasis on these activities. In some cases, companies only want to maximise profits, which, in the long run, can have a harmful impact on the company.

In the Bachelor's thesis: "Corporate Social Responsibility in the Tourist Industry in the Czech Republic", an analysis of CSR on the basis of quantitative research into a selected industry was performed. Thereafter, the current CSR situation was evaluated.

Based on this analysis, the actual awareness of CSR among travel agencies in Brno and its surroundings was investigated. The results were processed in charts for better explanation and understanding. The main questions and answers were explained.

In the selected travel agencies – Čedok, Fischer and the Student Agency – research was conducted on the basis of semi-structured interviews and prepared questions. These specific travel agencies were chosen because of their location in close proximity to each other. The difference is that the Student Agency only has its headquarters in Brno, whereas Čedok and Fischer only have small local branches in Brno, but not their headquarters.

Based on the semi-structured interviews, it was found that all the travel agencies selected were primarily engaged in the social pillar. They offer a wide range of benefits to their employees, they assist in the balance of their personal and professional lives. More social events, and team-building activities for employees were recommended (the economic evaluation of a team-building event was also carried out).

With regard to the environmental pillar, the companies are involved in waste separation and recycling.

For the economic pillar, communication about CSR and the spread of CSR information to customers and the wider public was recommended.

All the above recommendations, as well as those activities already implemented, are expected to facilitate companies to increase their credibility, improve their reputation among employees, suppliers, customers and the local community. Socially responsible behaviour can also bring about an increase in labour productivity, employee loyalty, the opportunity to gain and maintain top-quality employees, increase turnover and the quality of services and, last but not least, to gain a competitive advantage.

All the necessary information was provided by the travel agents' management. Without this information, this Bachelor's thesis could not have been completed.

## 7 Bibliography

### LITERATURE

1. **BLOWFIELD, M. and A., MURRAY. 2011.** *Corporate Responsibility 2nd edition.* s.l. : Oxford University Press, 2011. ISBN 978-0-19-958107-8.
2. **FREEMAN, R.E. 2010.** *Strategic Management.* místo neznámé : Cabridge University Press, 2010. ISBN 978-0-521-15174-0.
3. **HOLME, RICHARD and WATTS, PHIL. 2000.** *CSR: Making Good Business Sense.* Conches-Geneva, Switzerland : World Business Council for Sustainable Development, 2000. ISBN 2-940240-078.
4. **McDONALD, M. 2000.** *Key Customers.* místo neznámé : Oxford: Butterworth - Heinemann, 2000. ISBN 0750646152.
5. **MEAD, RICHARD and ANDREWS, TIM. 2009.** *International Management, 4th Edition.* s.l. : Wiley, John & Sons, 2009. ISBN 978-1-40-51-7399-5 (P/B).
6. **PAVLÍK, MAREK, BĚLČÍK, MARTIN and kolektiv, a. 2010.** *Společenská odpovědnost organizace, CSR v praxi a jak s ním dál.* Praha : GRADA Publishng, 2010. ISBN 978-80-247-3157-5.
7. **PRŮŠA, PŘEMYSL. 2007.** *How can Corporate Social Responsibility Be Assessed?* Prague : University of Economics, Publisher Oeconomica, 2007. ISSN 1802-6591.
8. **UNIE, EVROPSKÁ. 2001.** *Zelená kniha EU.* 2001. ISBN 92-894-1478-2.
9. **TRÁVNÍČKOVÁ, MICHAELA. 2013.** *Bakalářská práce CSR concept in the company Global Lead Control, Czech Republic.*

### JOURNALS

1. **CARROL, ARCHIE B. 1991.** *The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders.* místo neznámé : Business Horizons, 1991.
2. *Firmy a města. Vztah inspirující k inovacím.* **VONDRA, V. 2012.** 11, místo neznámé : Journal CSR fórum, 2012, Sv. 7.
3. **Forum, Business Leaders. 2008.** *Společenská odpovědnost firem, Průvodce nejen pro malé a střední podniky .* Praha : Business Leaders Forum, 2008.
4. **FRIEDMAN, MILTON. 1970.** The Social Responsibility of Business is to Increase its Profits. *The New York Times Magazine.* [Online] 1970. [Cited: 8, 9, 2013.]

- <http://www.colorado.edu/studentgroups/libertarians/issues/friedman-soc-resp-business.html>.
5. *Power as the capability to serve rather to control*. PRUZAN, P. 2012. 11, místo neznámé : Journal CSR forum, 2012, Sv. 5.
  6. *Proč není kultura atrakcí pro firmy*. KALOUSOVA, P. 2012. 11, s.l. : Journal CSR fórum, 2012, Vol. 8.
  7. **Moderní řízení. 2012.** Spokojení zaměstnanci jsou produktivní. [Online] 2012. [Citace: 9. 8 2013.] <http://modernirizeni.ihned.cz/c1-57142730-spokojeni-zamestnanci-jsou-produktivni>.
  8. **SHEA, CHRISTOPHER. 2011.** Corporate Social Irresponsibility. *The Wall Street Journal*. [Online] 4. 9 2011. [Citace: 9. 8 2013.] <http://blogs.wsj.com/ideas-market/2011/08/04/corporate-social-irresponsibility/>.

## ONLINE SOURCES

1. **8000, SA. 2008.** SA 8000 Standard. *SA 8000*. [Online] 2008. [Citace: 9. 8 2013.] <http://www.sa-intl.org/index.cfm?fuseaction=Page.ViewPage&PageID=937>.
2. **ČEDOK, a.s. 2013.** O nás. [Online] 2013. [Citace: 9. 8 2013.] <http://www.cedok.cz/cedok/>.
3. **Fisher, s.a. 2013.** Cestovní kancelář FISCHER, a.s. . *Fisher a.s.* [Online] 2013. [Citace: 9. 8 2013.] <http://www.fischer.cz/o-ck-fischer>.
4. **AccounAbility. 2012.** The AA1000 Standards . *AccountAbility*. [Online] 2012. [Citace: 9. 8 2013.] <http://www.accountability.org/standards/>.
5. **Canada, Government of. 2012.** Implement CSR Commitments. *Corporate Social Responsibility*. [Online] 3 5, 2012. [Cited: 8 9, 2013.] <http://www.ic.gc.ca/eic/site/csr-rse.nsf/eng/rs00135.html>.
6. **GRI. 2013.** About GRI. *GRI*. [Online] 2013. [Citace: 9. 8 2013.] <https://www.globalreporting.org/information/about-gri/Pages/default.aspx>.
7. **ISO. 2012.** ISO 26000 - Social responsibility. *ISO*. [Online] 2012. [Citace: 9. 8 2013.] <http://www.iso.org/iso/home/standards/iso26000.htm>.
8. **ISO9001. 2010.** Benefits of ISO 9001. [Online] 2010. [Citace: 9. 8 2013.] <http://www.iso9001.com/benefitsofiso9001.asp>.
9. **OECD. 2013.** *OECD*. [Online] 2013. [Citace: 9. 8 2013.] <http://www.sa-intl.org/index.cfm?fuseaction=Page.ViewPage&PageID=937>.
10. **PORTAL, CSR. 2012.** Společenská odpovědnost firem v České republice. [Online] 2012. [Citace: 9. 8 2013.] <http://www.csrportal.cz/cz/spolecenska-odpovednost-firem/spolecenska->

- odpovednost-v-ceske-republice/spolecenska-odpovednost-firem-v-ceske-republice.
11. **COLLINS, DICTIONARY. 2012.** Collins Dictionary. [Online] 2012. [Citace: 15. 8 2013.] <http://www.collinsdictionary.com/dictionary/english/welfare-state>.
  12. **The9000Store. 2013.** Cost of ISO 9001 Registration. [Online] 2013. [Citace: 9. 8 2013.] <http://the9000store.com/iso-9000-cost.aspx>
  13. **WIKI, IUS. 2011.** Proč by se podnik měl chovat eticky? [Online] 2011. [Citace: 9. 8 2013.] [http://www.ius-wiki.eu/tnh/pfuk/etika\\_v\\_podnikani/29](http://www.ius-wiki.eu/tnh/pfuk/etika_v_podnikani/29).
  14. **WISCONSIN, UNIVERSITY OF.** Understanding Sustainability and the Triple Bottom Line. *UNIVERSITY OF WISCONSIN*. [Online] [Citace: 9. 8 2013.] <http://sustain.wisconsin.edu/about-sustainable-management/>.
  15. **SA. 2013.** Profil společnosti. *STUDENT AGENCY*. [Online] 2013. [Citace: 9. 8 2013.] <http://www.studentagency.cz/o-nas/profil-spolecnosti/>

## PERSONAL INTERVIEW

1. **Management. 2013.** *CSR in the travel agency FISCHER, a.s.* Brno, 30. 10 2013.
2. **SKLENÁŘOVÁ, RENATA. 2013.** *CSR in the travel agency SA, k.s.* Brno, 30. 10 2013.
3. **Zelníčková, Mgr. Yvonne. 2013.** *CSR in the travel agency Čedok a.s.* Brno, 30. 10 2013.

## **Appendix**

Appendix 1: CSR in the Tourist Industry (Questionnaire for company)

Appendix 2: CSR in the Tourist Industry (Questionnaire for employees)